

City of Encinitas Homeless Action Plan

Adopted by City Council
February 24, 2021

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Executive Summary

The City of Encinitas (City) hired LeSar Development Consultants (LDC) to develop a Homeless Action Plan for the City. LDC is a social innovation firm that provides strategic counsel, facilitation, and technical expertise to clients to address housing and homelessness. The need for such an effort arose as a result of an increasing number of individuals affected by homelessness and because of the desire of City residents to further support individuals experiencing homelessness with a process that provides clear and concise actionable measures.

According to initial community engagement surveys, City residents passionate about the issue of homelessness identified with either: (1) wanting to expand services and support for persons experiencing homelessness and (2) those that are concerned that services and support could encourage the expansion of the population of persons experiencing homelessness. The ensuing effort sought to gather information and develop measures that offered both a compassionate means of providing support and services, while also attempting to place individuals experiencing homelessness with viable housing options.

LDC looked at data on people experiencing homelessness in Encinitas and accessing homeless services in Encinitas and surrounding areas. The City and LDC provided a virtual presentation and included an opportunity to respond to an online survey on March 20, 2020 to gather input on the development of the Homeless Action Plan. LDC developed draft strategies that were presented to City Council on June 24, 2020. On August 17, 2020 a virtual community workshop was held to introduce the draft Homeless Action Plan and gather community input. City staff, service providers, both contracted and volunteer, and persons experiencing homelessness, both sheltered and unsheltered, were interviewed. Notable clear patterns and needs emerged from that work. Using those patterns and needs, LDC and the City developed actionable steps that the City and its' partners can take to improve the effectiveness of the homeless response and the supportive housing system in Encinitas.

A Picture of Persons Experiencing Homelessness in Encinitas

- The annual homeless Point-In-Time (PIT) Count numbers have fluctuated over the last five years. The 2020 count has the lowest total count in the previous five years with 80 total people within the boundaries of the City. The sheltered numbers have remained relatively level with slight differences year over year because of bed utilization on the night of the PIT. However unsheltered numbers have the most variation. This might be in part due to changes in the methodology related to street count methodologies which have changed in recent years.
- In the City, the Community Resource Center (CRC), the City's largest homeless services provider, served 572 households (860 persons) experiencing homelessness in fiscal year 2018-2019. This service provider served roughly 11 times the number of people experiencing homelessness in one year than were counted on a single night in the PIT count.
- Of individuals and families served annually by CRC, 11 percent were 65 or older, 35 percent were disabled, and eight percent were Veterans. Additionally, over the course of seven months, CRC served 128 people who were living in their vehicles, the majority of which had been homeless for less than a year while 55 percent reported being homeless for three months or less.
- From June 2020 through December 2020, 110 persons experiencing homelessness were receiving services and resources through the Homeless Outreach Program for Empowerment (HOPE), a joint pilot program between the City, County Sheriff's

Department, and County Health and Human Services Agency. Of the 110 individuals, 70 percent are male, seventy five percent are white, and 50 percent are over 55 years old.

- According to data from the Regional Task Force on the Homeless (RTFH), 15 percent of homeless persons served in the City are Black/African Americans whereas only 0.8 percent of the population that own or lease properties in the City identify as Black/African American. This number is consistent with regional statistics which indicate that individuals experiencing homelessness are disproportionately represented by individuals identifying as Black/African American when compared to the larger residential demographic.
- Although percentages vary across datasets, a good portion of those experiencing homelessness in Encinitas are elderly, have health complications and struggle with affording rent on fixed incomes. On the other end of the spectrum, nine percent of the population is made up of young adults age 18-24. There are also nineteen children under 17 experiencing homelessness, however according to a state auditor report, the total number of children is most likely an undercount.
- In 2018, the majority of people accessing shelter services in North County stated that the zip code of their last permanent housing was in San Diego (92%), and 80 percent recorded a zip code in North County.¹ This is in line with results from most communities – the individuals experiencing homelessness are, for the most part, from the community in which they are counted.

Needs

1. Adopt guiding principles for addressing homelessness that takes into account the perspective of those individuals who are experiencing homelessness and the residents of the City, who may feel unsafe or concerned.
2. Partner to provide, purchase, build, or rent housing, both interim and permanent - Over 200 people living in Encinitas (including Solana Beach and Cardiff) called 2-1-1 San Diego in 2019 requesting housing assistance. Half were homeless and half were in unstable housing and needed assistance. There is a shortage of temporary shelter, low income rentals, subsidized housing, rental payment assistance and homelessness prevention resources. Due to COVID-19, this need has increased.
3. Integration of Service Coordination – Encinitas relies on CRC, it's main contracted provider, and a number of volunteer/faith-based service providers to provide services locally and regionally. Moving forward, the efforts of multiple organizations need to be synced with the region, adjacent cities and within the city to more efficiently direct available resources.
4. Additional services – Additional services including mental health, substance use, drop in medical and case management are critical to address recurring experiencing homelessness.
5. Identify and collect data to make data informed decision making – Encinitas lacks a way to comprehensively look at system performance data because the information is not stored at one location and there is a lack of completeness in data for an accurate analysis of the need for housing and the number/scope of unhoused residents in the community.

Goals

The three main goals of this HAP are:

¹ Alliance for Regional Solutions, "Shelter Provided to the Homeless in North San Diego County Bridge Housing Between 07/1/2017 - 06/30/2018," https://03539ace-bd97-4e86-b633-705253e7eafc.filesusr.com/ugd/618b75_72b5053273b04e01b39a11794afeb1b9.pdf

Goal One – Increase the Capacity of the City and the Community to End Homelessness in Encinitas Through the Development of a Collaborative Community Driven Approach

Goal Two – Decrease the Number of Individuals Experiencing Homelessness Through Demand Driven, Person-Based Homeless Response and Supportive Housing Services System

Goal Three – Increase the Availability of Temporary and Permanent Housing

Key Items for Consideration in the First Three Years Include:

Year 1:

1. Adopt the Homeless Action Plan, which will set forth a set of principles, courses of action to address homeless would address the issue of competing visions.
2. Seek approval for a Housing Manager, who would take the lead in the implementation of the Homeless Action Plan. Additionally, this position would be responsible for providing consistent participation and advocacy on the Regional Task Force on the Homeless; integration and coordination among all City agencies, faith based organizations, economic partners (101s and chamber), businesses and other city groups as part of a City-based working group; and seeking grants and regional partnerships to leverage available resources.
3. Allocate funding through the County or City general funds to expand outreach efforts with a social worker and/or case worker.
4. Develop community education, engagement, and resources around homelessness for the public including residents, business owners, and individuals experiencing homelessness. Including, updating resource page on City website through collaboration with community service providers, trainings with 101s and chamber on topics such as Crime Prevention Through Environmental Design, and to the public at large on current programs.

Year 2:

1. Coordination efforts in full implementation:
 - a. Quarterly meetings with the Regional Task Force
 - b. Quarterly meetings with City Homeless Working Group
2. Actively seek out grants and establish partnerships to maximize resources to:
 - a. Provide additional transitional and shelter bed capacity.
 - b. Review opportunities for response (i.e. clean up and resources) given legal restrictions that limit options for response.
 - c. Regional or Intercity mental and physical health services with a preference toward mobile services that will go to the unhoused resident.
3. Develop a central information tracking system that documents local efforts to support unhoused residents, the need, and the numbers of individuals served.

Year 3:

1. Assess whether sufficient resources exist to provide a shelter or day facilities.
2. Evaluate opportunities and resource availability for brick and mortar service centers.
3. Distribution of resources through internet and print options. Establish information centers at public locations (e.g. City Hall, libraries, etc.) and online that provide service guide and maps of available services within the City and other opportunities to secure support or assistance.
4. Explore strategies to expand the Housing Choice Voucher program.

Introduction

Homelessness in Encinitas has become, even though it is believed that the overall numbers have decreased, an increasingly visible and polarizing issue. While the City of Encinitas and local homeless service providers have made investments in addressing the symptoms of homelessness, a lack of affordable housing, remains a challenge for the community. This challenge is reflected in the goals of the 2020-2025 Consolidated Plan adopted by the City of Encinitas this year and in the draft 2021-2029 Housing Element currently under review. Annually, the City allocates around \$200,000 through General Fund dollars and Community Development Block Grants. In 2020, the City received a one-time assistance of \$250,000 for Homelessness Intervention and Prevention funds from the State.

Encinitas is a beach community in the North County Coastal area of San Diego County with a population size of a little over 60,000 people.² About 20 percent of City residents are under the age of 18, and approximately 18 percent are over the age of 65.

Of all households in Encinitas, 36.8 percent rent their home, with over half of renters being cost burdened, meaning that they pay 35 percent or more of their income toward rent. The median rent in 2019 in the City was \$1,886. The annual income required to afford the median rent, without being cost burdened, is \$67,896. This is the equivalent of a \$32.64 hourly wage. The poverty rate in the City of Encinitas is 7.6 percent.³

According to the Council for Community and Economic Research, the overall cost of living in Encinitas is 36 percent higher than the average for California, and 90 percent higher than the national average.⁴ The cost of housing in Encinitas is 268 percent higher than the national average. Neighboring cities to the North and East, while still having a much higher cost of living than the national average, are not as high as Encinitas, Escondido is 34 percent higher than national average, while Vista and Oceanside are 37 percent higher than national average.

Purpose of the Plan

This HAP serves as a guiding document for the City of Encinitas to address the needs of individuals and families experiencing homelessness in partnership with non-profit homeless services providers, faith-based organizations, businesses, staff, residents, and other stakeholders, to strategically respond to and address homelessness. This plan is action oriented and includes steps to address the systemwide gaps identified through data analysis, stakeholder engagement and alignment with best practices in reducing homelessness. This plan includes steps, timelines, roles and responsibilities to strengthen programs and interventions, reach common goals and provide an elevated homeless system of care.

The Action Plan focuses on:

1. *Highlighting the needs of individuals and families experiencing homelessness in Encinitas.* Describing the extent of homelessness in the City, both at a daily snap-shot perspective and by looking at the number of people who access homeless services over the course of a year and having a more accurate picture of total population need is a critical first step in

² US Census Bureau, "2018: ACS 5-Year Estimates Data Profiles—Encinitas, California," <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2018/>.

³ US Census Bureau, "Encinitas, CA," <https://datausa.io/profile/geo/encinitas-ca/>.

⁴ Council for Community and Economic Research, "Encinitas, CA Cost of Living," <https://www.areavibes.com/encinitas-ca/cost-of-living/>.

building a comprehensive response. Equally important is empathizing with unsheltered individuals and families in Encinitas to understand their needs, which they believe are key to more stable housing. This information will help to shape and coordinate regional and sub-regional efforts and partners in leveraging resources.

2. *Assessing the City's current efforts to address homelessness and providing recommendations to ensure that the City is maximizing its resources and impact within the community.* The City is currently investing City and State funds to address homelessness. A critical step is understanding the effectiveness and impacts of current funding strategies. Included in this is identifying gaps in current efforts and determining the best ways to address those gaps to create a substantial impact.
3. *Ensure the safety and welfare of individuals experiencing homelessness, residents and businesses.* Recommended goals and actions will strive to improve quality of life for the community, which includes assisting those who are experiencing homelessness and mitigating public health and public safety impacts. Improving the homeless response through the provision of services that meet the basic needs of individuals experiencing homelessness, provide for both physical and mental health and other services as well as offering a stronger supportive housing system will result in long-term solutions instead of offering short-term solutions that often result in repeated experiences of homelessness.
4. *Identifying, developing and improving homeless services and partnerships regionally and throughout all facets of the community.* Homelessness is not just a problem in Encinitas. It is a multi-jurisdictional problem because persons experiencing homelessness will often migrate across City and County borders. Partnerships across all levels of government could provide a greater diversity of housing solutions and maximize the efficacy of a core service group. However, understanding the feasibility of solutions and leveraging community resources requires the City to coordinate the efforts of faith based organizations, community groups, and the business community.
5. *Identifying a Housing Manager Who Will Be Responsible for Operational Implementation of the HAP.* Because the City is utilizing a variety of efforts to address homelessness, a City housing expert is needed to lead a comprehensive strategy that drives critical decision points, allocates funding, and moves forward with addressing homelessness.

The Extent and Needs of Those Experiencing Homelessness in Encinitas

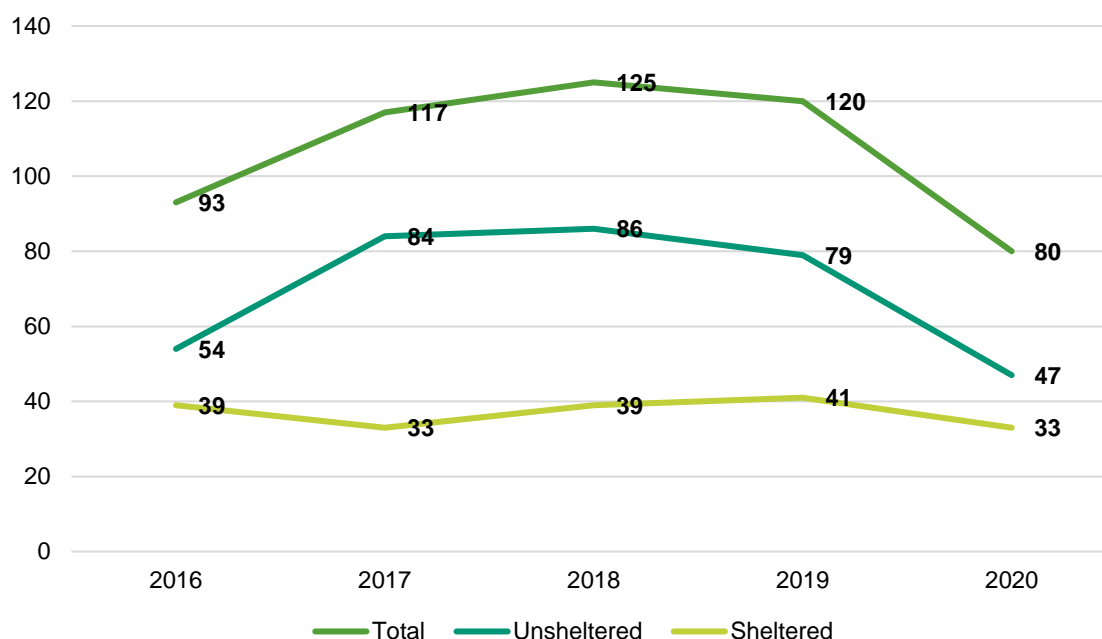
A tool that can be used to understand the extent of homelessness in the City of Encinitas, is the data from the annual PIT Count. The PIT Count numbers are limiting in that they only provide a one-night snapshot. While the region is improving the count methodology, counting people experiencing homelessness, especially those living on the streets, beaches, parks, and vehicles is not a perfect science. The purpose of the PIT was to provide a picture of the extent of homelessness as a point of reference. It is not intended to provide an all-encompassing or comprehensive depiction of those experiencing homelessness. To increase the understanding of the extent of homelessness in the City and to also begin identifying needs, data was collected from community partners including CRC, local school districts, Scripps Memorial Hospital Encinitas, and 2-1-1 San Diego which is summarized below with additional information available in Appendix D.

Point-In-Time Count

When looking at the City of Encinitas, there were a total of 80 people experiencing homelessness on the night of the 2020 PIT Count. Of those, 47 experienced unsheltered homelessness and 25 individuals were living in temporary shelter. This is a reduction from the previous count in 2019 of 120 people. Most of the decrease came from a significant reduction in the unsheltered count. Of those experiencing unsheltered homelessness in 2020, 8 people were considered chronically homeless. This is defined as having lengthy or repeated episodes of homelessness as well as a disabling condition; either mental illness, substance use disorder, physical health condition, cognitive impairment, or HIV/AIDS. Additionally, the unsheltered population included 11 women, 3 of whom were US Veterans, and 2 of whom were transition-aged youth age 18-24.

Of those who were in shelter the night of the 2020 PIT Count, 25 people were staying in an emergency shelter bed at either the CRC Domestic Violence emergency shelter program or the Interfaith Shelter Network rotating winter shelter program at area churches. Additionally, 8 people were staying at the CRC Domestic Violence Transitional Housing program. It should be noted that although the CRC Domestic Violence programs operate in the City of Encinitas, they do not service Encinitas residents to ensure the safety of the clients. Encinitas residents fleeing a domestic violence situation access shelter programs in other parts of San Diego County. Figure 1 highlights PIT Count trends in Encinitas over the past five years and includes data on all persons, those experiencing unsheltered homelessness, and those in temporary shelter beds. In general, the PIT numbers have fluctuated between a low of 93 and a high of 125 over the past five years with sheltered numbers staying relatively stable. The largest fluctuations have come from the unsheltered count.

Figure 1. Five Year PIT Count Trend for the City of Encinitas



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Community Resource Center

CRC is a well-known local organization that has deep roots in Encinitas going back to 1979. CRC provides a variety of assistance to low-income and homeless individuals and families in Encinitas. Since CRC is the main homeless service provider in Encinitas, data on individuals and families they serve can provide a good understanding of the extent of the population and the needs for which people are seeking assistance. From July 1, 2018 through June 30, 2019, CRC provided some form of assistance to 860 unduplicated people experiencing homelessness (representing 572 total households).

CRC also provided information on a subset of the total homeless population they served that were residing in their vehicles. From July 2019 through the end of January 2020, CRC served a total of 128 people who were living in their vehicle at the time of accessing services. The majority of people living in their vehicles were homeless for less than one year with over half experiencing homelessness for three months or less. Additionally, 25 percent were employed at some level with 11 percent being employed full-time, and ten percent were retired. Those in vehicles were also well educated with 25 percent having a high school diploma or GED, 38 percent having some college or vocational training, 20 percent having a two year or four-year college degree, and five percent having a graduate degree.

Volunteer and Faith-Based Providers

Volunteer and Faith-Based organizations provide a variety of free services to persons experiencing homelessness in Encinitas including showers, temporary shelter, and food services. The St Andrews Episcopal Church Saturday meal program reports serving breakfast to 60-70 persons experiencing homelessness each week; the church also hosts a food pantry that strives to meet a large demand in the community. St Andrew's is also part of the North County rotational shelter and hosts up to 12 individuals each winter for two weeks. Fill A Belly provides free lunches and reported serving a similar number of individuals. The food pantry at St. John Catholic Parish provides supplemental food to about 130 households a week.

Regional Task Force on the Homeless Data Dashboards

The RTFH Annual Performance Dashboards provided additional information on persons served by CRC in 2019. The RTFH dashboard includes data on three CRC programs based on data captured in HMIS. In total there were 388 people who were provided homeless services in two “Services Only” programs and one Rapid Re-Housing program. This data from 2019 shows 217 single adults, 166 people in families, and 5 unaccompanied minors.

Encinitas School Districts

A critical sub-population experiencing homelessness in Encinitas are school-aged children. As noted, above, over 20% of people who received homeless assistance in a year period were children age 5-17. According to data from the 2016/2017 school year, there were 31 homeless students in the Encinitas Union School District. Of those, 14 were counted as doubled up, 10 were in shelter, and 7 were in hotels/motels. An additional 28 homeless students were identified in the San Dieguito Union High School District.⁵ It should be noted that the definition of homelessness for students is slightly broader than HUD’s homeless definition and includes children who are doubled up or living with two or more unrelated households in a single unit because of economic circumstances. Additionally, in a recent report, experts state that accurate homeless numbers in school districts should be between 5-10% of students who are defined as “Economically disadvantaged” or basically those who are eligible for free or reduced-price meals.⁶

The report states that having lower percentages in districts means that homeless figures are most likely undercounted. For example, in the Encinitas Union School District out of the total enrollment figure of over 5,000 students in 17/18, 1,003 were defined as economically disadvantaged, and of those only 31 students (3%) were defined as homeless. San Dieguito Union High School District identified 2 percent of its economically disadvantaged population as homeless. Cardiff Elementary School District reported that 19% of their student population qualifies as economically disadvantaged but none of them are experiencing homelessness.

Homelessness also affects college students. A 2019 report on California Community Colleges identified that 50 percent of students were food insecure in the prior 30 days, 60 percent were housing insecure in the previous year, and 19 percent were homeless in the prior year.¹⁰ Although MiraCosta College did not participate in the study, other San Diego County colleges such as Palomar, Miramar, Mesa, and City College did, and it should be assumed that MiraCosta may have similar figures as other community colleges across the state.

Survey data from MiraCosta College students collected by the district in Fall 2020 indicated that over 2,500 students reported experiencing some form of basic needs insecurity. MiraCosta College holds that these numbers are much higher than what was actually reported in the survey due to the sample who completed the survey, factors around self-reporting and stigma, and survey mechanics. Furthermore, throughout the 2020 calendar year, there were over 3,350 applications for MiraCosta College emergency grants (\$500 per student, per semester) and student concerns around housing insecurity increased following the onset of the COVID-19 pandemic.

⁵ San Diego County Homeless Students: 2016-2017, <https://data.inewssource.org/interactives/san-diego-county-homeless-students-2018/>

⁶ Auditor of the State of California (2019) Youth Experiencing Homelessness: California’s Education System for K-12 Inadequately Identifies and Supports These Youth

Scripps Memorial Hospital Encinitas

With the passage of SB 1152, hospitals across California are now required to track homeless patients, provide certain services, and ensure appropriate discharges for anyone who identifies as homeless while in the hospital. To meet the state law, in January 2019, Scripps Memorial Hospital Encinitas implemented a homeless patient discharge policy and protocol and began tracking homeless patients. During 2019, Scripps Encinitas reported that a total 473 homeless patients were served at the hospital including in the Emergency Room. The 473 homeless patients accounted for a total of 1,004 hospital admissions. The hospital noted that 50 percent of the patients were repeat patients during the year. It should be noted that not all homeless patients who were provided healthcare services at the hospital were specifically from the City of Encinitas as the hospital serves the larger North County region including other hospitals such as Tri-City Medical Center in Oceanside and Palomar Hospitals in Escondido and Poway.

2-1-1 San Diego Housing Assistance Requests

2-1-1 San Diego is a resource available online and by phone that helps connect individuals in need to resources. In 2019, 205 individuals living in Encinitas and Solana Beach called 2-1-1 San Diego for housing assistance. Nearly half who called were experiencing homelessness; about half of those individuals were sheltered and the other half unsheltered. The other half of the callers were in housing. Of those, 44 percent resided in stable permanent housing but still needing housing assistance, and five percent were in unstable housing. Just over a third of callers were families, with the remaining single adults. Of those, 45 percent were age 50 or above and 21% were age 60 or above. Nearly 60 percent reported a health condition, with 49 percent reporting a physical health condition and 39 percent reporting a mental health issue. Eighty-four percent (84%) reported they had health insurance, primarily Medi-Cal. Lastly, 33 percent of callers needing housing assistance were employed at the time of calling, either full-time or part-time.

Figure 2. Most Requested Housing Need of those who Called 2-1-1 San Diego

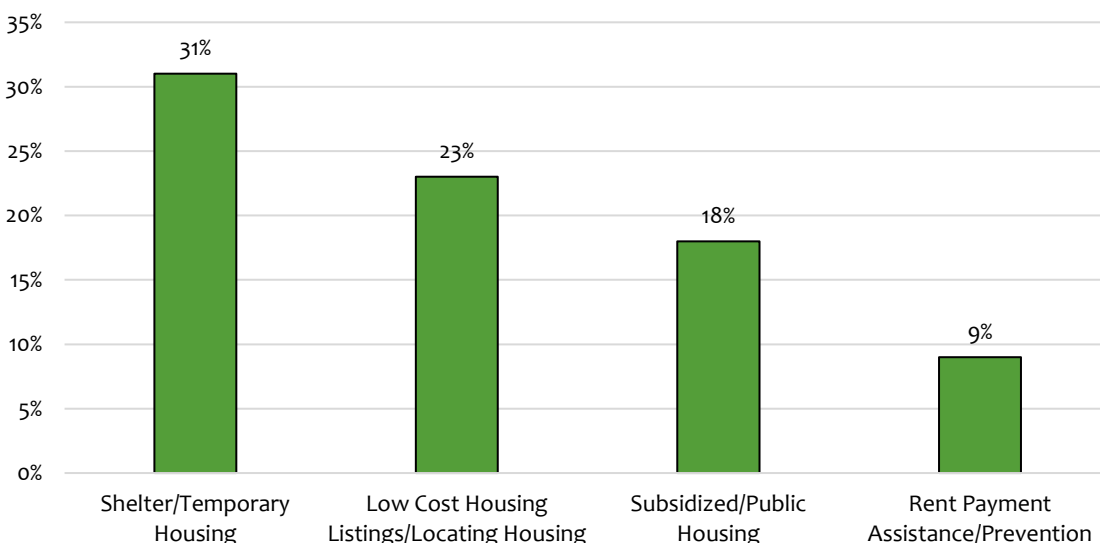


Figure 2 highlights the most requested housing need by categories. Shelter including emergency shelter, motel vouchers, and transitional housing was the most requested need with low cost housing listings and subsidized and public housing coming next. Nine percent of callers were asking for assistance with paying rent or homeless prevention assistance to remain in their home.

Addressing Homelessness in Encinitas

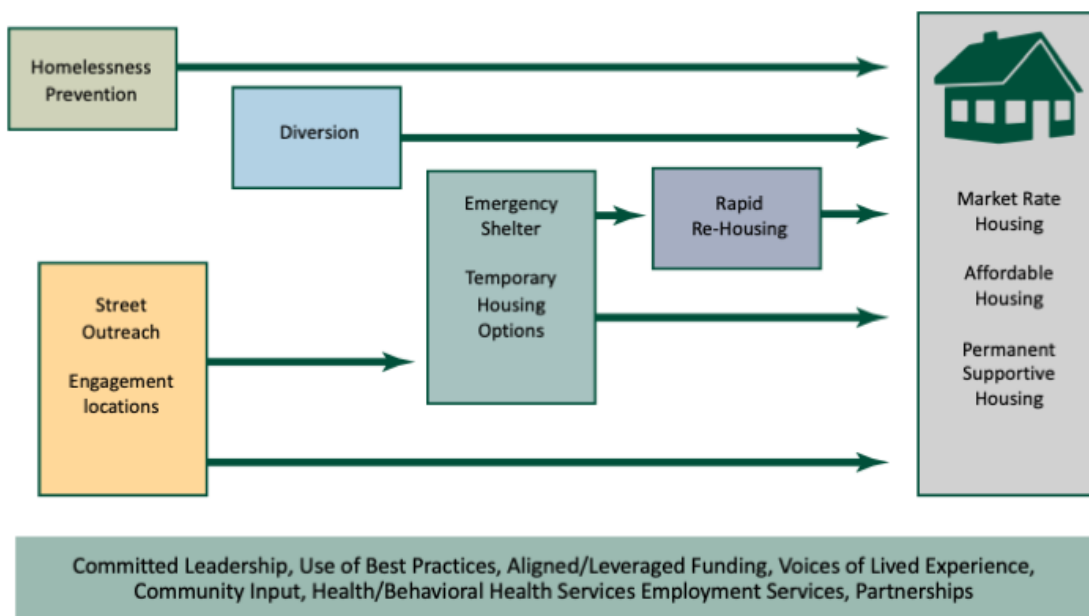
Homelessness is a national issue that cannot be effectively addressed locally without collaboration and partnerships across governments and throughout the City and County. The City will need to partner, collaborate, and align its goals and strategies with federal, state, and local policies, priorities, and actions. The following section provides an overview and summarizes national approach and current efforts in the City of Encinitas. Summary of national, state, and regional efforts to address homelessness is provided in Appendices G and H.

National Efforts to Address Homelessness

At the national level, much of the response to homelessness over the last decade has been a result of implementing measures contained in the 2009 Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. Both the HEARTH Act and the federal plan to end homelessness promote the idea of a systemic crisis response to homelessness. This is the community structure that ensures that those who are at-risk of or are experiencing homelessness can quickly access housing and services that best meet their needs.

The crisis response system includes various homeless interventions on the front of the system including homeless prevention services, street outreach, diversion, and temporary housing programs such as emergency shelter or transitional housing (Figure 3). The system also includes homeless interventions such as Rapid Re-Housing and Permanent Supportive Housing in addition to other types of permanent housing such as affordable and market rate units. The Regional Task Force on the Homeless, the Continuum of Care for San Diego, is responsible for allocating Federal Funds and reporting to the Federal Government on our regional response.

Figure 3. Overview of a Comprehensive Homeless Crisis Response System



Local Efforts to Address Homelessness

There are a variety of efforts underway to address homelessness in Encinitas. Some of these efforts are directly funded by the City and others are funded by regional partners and operate within the City and other areas of North County. The table below provides a summary of the City's FY 19/20 direct investments in homelessness.

Figure 4. FY 19/20 City of Encinitas Funding to Address Homelessness

Organization	Description	Amount	Source
Community Resource Center	Prevention, housing services, and motel vouchers	\$13,607	CDBG
Community Resource Center	Opening Doors Program-case managers to link people to housing, landlord incentives, and move-in support	\$118,700	General Fund
Interfaith Community Services	Bridge to Housing Network	\$20,054	CDBG
Encinitas Habitat Stewardship Program	Trash and encampment removal on city-owned property with sensitive habitat. EHSP also performs other activities such as graffiti removal, invasive plant removal, erosion, and fire abatement. Also funded is a partnership program to clean-up open space owned by private property owners.	\$65,000	General Fund
Total		\$217,361	

Other Efforts to Address Homelessness in the City

Community Resource Center: Although the City provides funding to CRC for some programming such as the Opening Doors Program, CRC also provides an array of services funded through other public sources as well as private funding/donations. Services include food assistance, counseling, benefits support, housing assistance including referrals to North County shelters, domestic violence services, and others. As mentioned earlier, CRC also operates a HUD CoC funded RRH project that is available to homeless households county-wide, not just homeless individuals and families in Encinitas.

Street Outreach: In 2020, the City in partnership with the County and the Sheriff's Department began the Homeless Outreach Program for Empowerment (HOPE). This outreach pilot in Encinitas pairs a County social worker with law enforcement to engage people experiencing homelessness, connect them to services, and move them towards permanent housing. From June 2020 through December 2020, 110 individuals have received services through HOPE with 36 individuals moving into permanent housing. Based on the data provided, it averages 2.4 contacts prior to an individual accepting service assistance and 3.6 contacts before accepting housing assistance.

Temporary Housing: There are limited interim housing opportunities in the Encinitas area. Interfaith Shelter Network operates a 12-bed rotational winter shelter program at area churches. CRC provides case management for this program. The winter shelter program is not a low-barrier model due to it mostly being a volunteer run operation. In order to use the shelter, people have to be clean and sober. This is verified by testing administered by CRC. CRC operates a domestic violence shelter in Encinitas but because of safety reasons, it does not serve individuals experiencing domestic violence in Encinitas. As noted earlier there is no year-round, low-barrier emergency shelter in Encinitas. Truly low-barrier shelters programs do not require sobriety or

participation in services or case management. Rather than barring people who test positive for drugs or alcohol, they manage their behavior. Rather than requiring participation in case management or services, they offer an array of services and opportunities to which clients can avail themselves when they are ready.

Safe Parking Program: Jewish Family Services operates a 25-space safe parking program for people living in vehicles at the Leichtag Commons funded by a state Homeless Emergency Aid Program (HEAP) grant through RTFH. The program started in February 2020 and has served 65 households (70 adults and three children) with 32 households exiting into permanent housing or reunified with family. Of the individuals, 45 percent are 55 years or older and half stated being homeless less than one year.

Volunteer and Faith-Based Partners: There are a number of volunteer and faith-based groups that provide services to Encinitas residents who are experiencing homelessness. These groups help to meet critical daily needs by providing food, meals, showers and access to shelter. These groups include Showers of Blessing, which provides showers and haircuts every Saturday, Fill a Belly that provides meals, two food pantries run by St. Andrew's Episcopal Church and St. John the Evangelist Catholic Church, Saint Vincent de Paul Society, as well as other assistance at local churches.

Key Insights Provided Through Community Engagement Efforts

Through a variety of engagement methods, LDC collected information on the strengths, needs, and challenges of current programs and services to assist those experiencing homelessness in the City of Encinitas. The information of collected from volunteer and faith-based providers, regional and local formal system service providers, and the community at-large. In addition, 32 individuals experiencing homelessness were interviewed by LDC or responded to a survey. The following insights were developed from the community engagement efforts.

- **There is an overall lack of infrastructure to address this issue.**
 - City staff and resources, non-profit providers, health care, shelter and housing, etc.
 - Need for a comprehensive plan and local leadership to implement.
 - Overall lack of dedicated outreach services.
- **Strong opinions on homelessness in the community.**
 - There is compassion for people in need but expressed concerns on community impacts with unsheltered homelessness.
 - Some feel that more local housing opportunities are needed, while there is vocal community opposition to siting services or housing within the City.
 - More community engagement is requested and needed.
- **The service needs of some high-needs populations are not being met.**
 - There continue to be substance use, mental health and safety challenges.
 - Need for access center/drop-in facilities that also offer basic health care; need for resources to provide street medicine or a pop-up clinic.
 - Need for more comprehensive behavioral healthcare, residential and non-residential options, in City and region.
 - Some residents experiencing homelessness report feeling criminalized when they cannot park or stay in any area for a long time.
 - Many residents experiencing homelessness reported difficulty in accessing food.

- **There is a concern with better services attracting people from out of the area.**
- **There is a lack of short and long-term housing options.**
 - The high cost of living in Encinitas makes it unaffordable for working- and middleclass households and those on a fixed income (such as seniors).
 - There is a lack of interim housing options, including for those exiting medical settings.
 - There are no year-round shelters that are easy to access for various populations.
 - There are no Permanent Supportive Housing resources or Permanent Supportive Housing unit/bed inventory that is dedicated to the City.
 - Residents experiencing homelessness report lack of housing as a top barrier to ending their homelessness.
- **The community should build upon its strengths.**
 - There are clear opportunities to build on/expand promising programs, such as HOPE pilot program, safe parking, and seasonal shelter.

System Gaps

System gaps were identified through community engagement and system analysis. These gaps serve as a basis for the goals and strategies. The gaps include:

- **Lack of coordinated or accepted vision of how to address homelessness in the City of Encinitas.** The coordinated and accepted plan will focus resources and measure progress in addressing homelessness.
- **Limited capacity to lead and coordinate work to address homelessness.** City staff does a commendable job of trying to manage the multiple facets of addressing homelessness in Encinitas. However, coordinating systemic response requires more resources.
- **Lack of comprehensive data on local efforts.** Some providers enter data in regional systems, others do not track or provide data at all.
- **Lack of dedicated and coordinated street outreach.** Dedicated staff to engage chronically homeless in City.
- **Lack of interim/shelter housing.** Shelter beds are limited within the City. CRC offers some shelter services for households fleeing domestic violence, Interfaith Shelter Network offers rotational winter shelter for adults, and Jewish Family Services operates a safe parking program for homeless families living in vehicles. But the only year-round emergency shelter serving the region is in neighboring Carlsbad.
- **Need for affordable and workforce housing.** The high cost of living in Encinitas makes it difficult for working-class and even middle-class people to remain stably housed. This can put people at-risk of homelessness even for those who are employed full-time.
- **Insufficient medical respite and step-down care.** For people struggling with serious mental illness, substance use disorders, or other disabling medical conditions, medical treatment and hospitalization can be a necessity. For those who do not need intensive in-patient care, but do not have a safe and adequate place to continue their recovery or manage their condition, there need to be facilities available to assist with health care needs as well as provide the housing navigation and counseling necessary to help individuals access stable permanent housing.
- **Need for more accessible drop-in centers and walk-in clinics.** There is limited street outreach happening currently in Encinitas. Outreach workers, law enforcement, and city staff express that there needs to be a place people can easily access services and get information. Those working directly with people experiencing homelessness also

expressed the need for walk-in clinics or street-based medicine that can help people with chronic conditions manage their care (such as medication management or other light-touch medical care).

- **Need for community engagement.** Planning and implementing homeless services and programs have been a contentious process in the City and the region. Impactful and effective solutions require support and input from all sectors of the community as well as policy leaders and local decisionmakers.
- **Need for stronger regional partnerships.** As noted above, homelessness is not just a problem in Encinitas. It is a multi-jurisdictional problem that will require partnerships across all levels of government, locally and across the region.

City of Encinitas Homeless Action Plan Goals and Action Steps

Below are recommended goals and actions for the City of Encinitas to implement in conjunction with community members, local service providers, and neighboring communities. The goals and actions are identified to prevent and reduce homelessness to reach functional zero in the City and improve the quality of life for all.

GOAL 1: Increase the Capacity of the City and the Community to End Homelessness in Encinitas Through the Development a Collaborative Community Driven Approach

The City of Encinitas has taken a number of steps to address homelessness. However, there is a need for a large regional and local collaborative effort to implement common vision, framework and dedicated internal resources including staffing and data on which to base funding decisions.

Action #1: Establish a set of community driven actions and tasks to address homelessness.	
Addressing homelessness is a complex issue that requires a coordinated effort. The work to coordinate and strengthen efforts would benefit from the City officially adopting the Homeless Action Plan and working with local and regional partners to implement the best practices recommended in the Plan. Having an agreed upon conceptual and practical framework for the provision of services that are person centered, collaborative, focus on data driven decision making and grounded in regional partnerships will help local systems to focus on improving services and outcomes.	
Tasks:	<ul style="list-style-type: none">• Adopt the Homeless Action Plan.<ul style="list-style-type: none">○ Measurement<ul style="list-style-type: none">- Plan is adopted by the City Council.
Suggested Community Partners:	<ul style="list-style-type: none">• Elected leaders• City Manager's Office and City of Encinitas Homeless Services Lead• Service providers• Law Enforcement• Business community• Persons with lived experience• Community members
Timeline:	Early 2021
Potential Funding Source and Eligible Recipient:	

Action #2: Establish a Housing Manager to coordinate and manage homeless services in Encinitas.

Currently, the task of coordinating the City of Encinitas response to homelessness are duties assigned to existing staff. The ability to respond to the issue arising from a growing number of unhoused residents is complex, complicated and requires a focused effort to leverage partners, resources and strategies. New State and Federal funding initiatives to address homelessness have been announced often with short timelines, the City of Encinitas needs to be able to quickly and appropriately respond to those challenges and opportunities. In order to effectively address the issue of homelessness and to be able to take advantage of opportunities to partner and gain grant funding, an FTE is needed to prioritize implementation of the HAP.

This position would coordinate services provided by City Departments such as Development Services, Public Works and Parks and Recreation as well as work with external partners to ensure the effective delivery of coordinated and impactful services. The position would also work with 101 organizations and the chamber, faith based organizations and other City or community groups. At the regional level, the position would work with RTFH, neighboring North County cities, the County of San Diego, healthcare systems and contracted and informal service providers. The individual would focus on the coordination among all groups to implement those actions described in this plan.

Tasks:	<ul style="list-style-type: none">• Allocate funds to create a new Housing Manager position within Development Services Department.• Develop a staff position description and complete hiring process.<ul style="list-style-type: none">○ Measurement<ul style="list-style-type: none">- Position is established and filled.-A workplan for this position is developed and shared with the public.
Suggested Community Partners:	<ul style="list-style-type: none">• City Manager's Office
Timeline:	Initiate one year
Potential Funding Source and Eligible Recipient:	<u>General Fund</u> <u>CDBG</u> Eligible Recipient: City of Encinitas Uses: Planning activities and administration

Action #3: Establish working group(s).

Engaging the diverse sectors of the community is important to meeting HAP related goals to address homelessness. The City should create an internal department workgroup to align City practices and to monitor the progress on Homeless Plan goals and action. To enhance collaboration and engage the community, a community working group should be created that consists of the 101s, Chamber, businesses, homeless service providers, people with lived experience, community members and City staff that meets quarterly to review programs and progress. By forming this group, it will broaden the base of community sectors involved in the discussion. The group will also develop community engagement and education around homelessness.

Tasks:	<ul style="list-style-type: none"> • Create a City working group to monitor progress on Homeless Plan goals and actions. • Create a community working group made up of business owners, homeless service providers, including faith-based and volunteer groups, people with lived experience, community members and City staff that meets quarterly to review programs and progress. <ul style="list-style-type: none"> ○ Measurement <ul style="list-style-type: none"> - Working groups are established and have established meeting schedules at least quarterly. - Develop and execute multi-media and format community engagement to educate and involve the community. • Review City codes that impact homeless and supportive housing system responses to ensure that they reflect current State and Federal laws and are aligned internally <ul style="list-style-type: none"> ○ Measurement <ul style="list-style-type: none"> - City codes have been reviewed and updated as required.
Suggested Community Partners:	<ul style="list-style-type: none"> • Elected leaders • City Manager's Office and City of Encinitas Homeless Services Lead • Service providers • Law Enforcement • Business community • Persons with lived experience • Community members
Timeline:	Initiate 1 year; On-going
Potential Funding Source and Eligible Recipient:	<p><u>General Fund</u></p> <p><u>Homeless Housing Assistance and Prevention Program</u></p> <p>Eligible Recipient: CoC (City of Encinitas apply)</p> <p>Uses: Systems support for regional partnerships</p>

Actions #4 Identify, collect and utilize data to inform decisions.

The City will identify and collect homeless and/or transient related data from departments and partners (transient camps cleaned up, number of homeless-related emergency calls) to set a benchmark and track success of plan efforts. This will also help the City and the homeless services system to identify sub-population needs and help guide the allocation of limited resources based on documented need and performance.

In addition, the City of Encinitas will utilize an outcome based contracting processes for all services contracted to address homelessness. This method of contracting will define success based upon the number of individuals served or outcomes received.

HMIS data, national data collection system for homeless programs, is a key component to the measurement of system effectiveness. Currently, only those programs that are funded by RTFH funds are required to enter data in HMIS. This means that the system is not measuring outputs and outcomes in a way that allows for cross system comparison. The City should incorporate

that all future City contracted programs enter data into HMIS through and encourage services providers, as appropriate, to enter for other programs. Once in HMIS, the City will be able to access more consistent data given that the current situation requires the management and analysis of different data sources, inputs and tracking tools.	
Tasks:	<ul style="list-style-type: none"> • Identify and collect data for homeless programs currently funded or provided within the City. • Adopt outcomes based contracting processes for all services contracted to address homelessness. • Require that all homeless service providers funded by the City participate in the HMIS. • Establish local standards or performance objectives for City-funded programs and integrate into City funding solicitations and contracting. Performance is factored into future funding awards. <ul style="list-style-type: none"> ○ Measurements <ul style="list-style-type: none"> - All new and renewed contracts for homeless services contain measurable outcomes identified based on objectives of funding such as number of individuals served or permanent housed. - City Homeless Services Coordinator establishes local standards and the systems by which to use those in solicitations and contracting decisions. • Regularly review data from HMIS, contract reports, (HUD system performance measure data from HMIS; performance reports by program type); City contract reports; 2-1-1; Schools; Hospitals; and other sources as identified. <ul style="list-style-type: none"> ○ Measurements <ul style="list-style-type: none"> - City Homeless Services Coordinator establishes standards for regular review and reporting on HMIS data at least annually. - Report findings to working group(s) and/or task force(s) and community.
Suggested Community Partners:	<ul style="list-style-type: none"> • City of Encinitas Homeless Services Coordinator • Regional Task Force on the Homeless • Service providers • Persons with lived experience
Timeline:	Initiate one year to eighteen months as contracts are proposed or renewed
Potential Funding Source and Eligible Recipient:	<p><u>Homeless Housing Assistance and Prevention Program</u></p> <p>Eligible Recipient: CoC (City of Encinitas apply)</p> <p>Uses: Systems support for regional partnerships; up to 5% total of CoC funds can be used for CES and HMIS infrastructure development</p>

GOAL 2: Decrease the Number of Individuals Experiencing Homelessness Through Demand Driven, Person-Based Homeless Response and Supportive Housing Services System

The City and homeless services providers in Encinitas have taken commendable steps to address homelessness. However, as noted, there are still service gaps in the system. Developing more demand driven, person-based homeless response and supportive housing services will decrease homelessness and increase the feelings of safety for those experiencing homelessness, the community and local businesses based upon annual/bi-annual surveys of these interested groups. In addition to mobile outreach, brick and mortar locations provide certainty for persons experiencing homelessness to access services so that there are reliable and known points of entry to the service system. While the City would like to provide such “permanent” options, a review of the feasibility of a brick and mortar location will be subject to resource availability and will be evaluated in years 3-5 of implementation of this HAP.

Action #1: Ensure that outreach is empathetic to the condition of those experiencing homelessness and that their basic needs are provided.

Person centered outreach led by persons with lived experience and/or specific training in homeless and mental health services is shown by national best practices to be a key component in creating effective system outcomes because such individuals are able to empathize with those that are experiencing homelessness. Training is also needed for Law Enforcement who are responsible for providing assistance to these individuals. This type of empathy-based outreach will help to create a sense of trust and safety among individuals experiencing homelessness as well as for the community and local businesses.

Through service providers and community groups to expand existing services including street outreach, provide day centers or information centers and web resources to connect people experiencing or at-risk of homelessness with critical services and information on shelter, food, connection to benefits, basic medical care such as blood pressure testing and more. The key to engaging homeless individuals is to meet them where they are in ways that meet their needs. Doing so greatly increases the likelihood of positive outcomes from the engagement.

Tasks:

- Create a permanent HOPE program with more outreach workers to outreach and provide case management.
- Expand services by increasing partnerships with other service providers throughout the region and the RTFH.
- Work with service providers and community groups to offer day centers, information centers, web based resources and/or create events to connect people experiencing or at-risk of homelessness with critical services like shelter, food, connection to benefits., and basic medical care.
- Strengthen connections with community-based services. Work with service partners (including Faith-Based organizations) to map available services, Eligible Recipient and referral pathways (health, employment, outreach, case management, etc.) across City for those

	<p>experiencing homelessness. Develop a guide for service referrals.</p> <ul style="list-style-type: none"> ○ Measurements <ul style="list-style-type: none"> - City Council Approval and funding of HOPE Program. - Document increased outreach capacity and the addition of new HOPE Team members. - Schedule at least one homeless connect events per year. - Service guide that includes volunteer and faith-based services is developed and produced.
Suggested Community Partners:	<ul style="list-style-type: none"> • City of Encinitas Homeless Services Lead • Service providers • Law Enforcement • RTFH • Business Community • Person with lived experience
Timeline:	Initiate Year Two; Ongoing
Potential Funding Source and Eligible Recipient:	<p>CDBG Eligible Recipient: City of Encinitas Uses: 15% cap on public services components (e.g., health services, homeless services)</p> <p>Homeless Housing Assistance and Prevention Program Eligible Recipient: CoC (City of Encinitas apply) Uses: Outreach, systems support for regional partnerships</p>

Action #2: Enhance interim housing system capacity based on agreed upon standards for the operation of emergency shelter that reflect national best practices.

There is a need for more options for temporary housing for households experiencing homelessness and a regionally coordinated effort to increase capacity. The current emergency shelter system operates under a variety of approaches and standards. National studies have shown that adopting a low barrier approach makes shelter more accessible to individuals experiencing homelessness and makes it easier for them to enter the supportive services system. To implement this action, a regional approach and partnership is needed with service providers, the County and Regional Task Force for the Homeless.

Tasks:	<ul style="list-style-type: none"> • Continue to participate in the efforts of the North County Homeless Action Committee and Alliance for Regional Solutions. • Work with safe parking service providers, private businesses, and neighboring cities to expand safe parking programs to other areas in the City and region. <ul style="list-style-type: none"> ○ Measurements <ul style="list-style-type: none"> - Provide safe parking spaces to match at least 25% of identified need provided in the PIT Count annually.
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	<ul style="list-style-type: none"> • Review and update current emergency shelter policies and procedures to have them reflect current national best practices for low barrier shelters. • Ensure that providers, both volunteer and contracted are providing housing focused services. Consider funding training for providers to help them further develop their capacity of Encinitas. <ul style="list-style-type: none"> ○ Measurements <ul style="list-style-type: none"> - City Homeless Services Coordinator works with providers at RTFH to update and adopt policies and procedures. - City Homeless Services Coordinator works with RTFH to identify funding opportunities to train providers on best practices.
Suggested Community Partners:	<ul style="list-style-type: none"> • City of Encinitas Homeless Services Lead • Service providers • RTFH • North County Cities • Person with lived experience
Timeline:	Initiate Year Two; Ongoing
Potential Funding Source and Eligible Recipient:	<p><u>CDBG</u> Eligible Recipient: City of Encinitas Uses: 15% cap on public services components (e.g., health services, homeless services)</p> <p><u>Permanent Local Housing Allocation</u> Eligible Recipient: Entitlement City of Encinitas and counties Uses: Rental assistance, case management and supportive services</p>

Action #3: Enhance health care services for persons experiencing homelessness.

Achieving safe, stable, affordable housing is particularly difficult for people with serious chronic or acute health and behavioral health problems. Scripps Hospital and direct service providers, both contracted and volunteer, identified a need for walk-in clinics or street-based medicine that can help people with chronic conditions manage their care, including increasing access to mental-health services. Providing these services will help to reduce the number of physical and behavioral health crises that are addressed by emergency services and reduce return visits as well as provide a safe space to go when a crisis occurs.

The City is need of additional behavioral health resources along with other health and human services supports to address the needs of people experiencing homelessness and those who are in permanent supportive housing. The City must actively engage the County in providing services for persons with severe mental illness, substance use disorders, and other behavioral health resources, as these are provided by the County Health Department.

Tasks:	<ul style="list-style-type: none"> • Work with local healthcare providers and the County of San Diego to establish a street medicine program and
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	<p>expand the availability of walk-in clinics to offer basic medical care such as blood pressure testing and more.</p> <ul style="list-style-type: none"> • Explore partnerships with County and other providers to expand mental health services in Encinitas. • Work with RTFH, local healthcare and service providers to establish medical respite or step-down care. • Build upon discharge requirements, as defined by SB1152 in hospitals to provide supportive services. • Connect housing navigation services to hospitals and other medical settings. • Leverage health care funding to sponsor respite care and/or shelter beds for homeless patients leaving the hospital. <ul style="list-style-type: none"> ○ Measurement <ul style="list-style-type: none"> - City of Encinitas Homeless Services Coordinator creates a working group with Scripps, RTFH, County of San Diego and local healthcare providers to identify best methods to enhance services. - Establish a walk-in clinic or street based medical services program with local or county health provider(s). - Identify and partner with a respite care facility that will accept individuals experiencing homelessness.
Suggested Community Partners:	<ul style="list-style-type: none"> • Representatives from contracted and volunteer service providers • Scripps Memorial Hospital • RTFH • City of Encinitas Homeless Services Lead • Health Plans
Timeline:	Initiate Year Three; On-going
Potential Funding Source and Eligible Recipient:	<p>CDBG Eligible Recipient: City of Encinitas Uses: 15% cap on public services components (e.g., health services, homeless services)</p> <p>CalAIM</p>

Action #4: Develop measures to address City's approach to Homelessness.

The current approach to Homelessness by the City departments and partners is often disjointed with mixed messages to the community. The City needs to develop a cohesive message and approach to homelessness throughout the community in partnership with the established working groups. A better understanding of the legal limitations and requirements set by the Federal, State, or local laws is needed and provided to the public.

Tasks:	<ul style="list-style-type: none"> • Develop a city protocol to assist staff to serve homeless residents at city facilities or in the community. • Evaluate existing city ordinances: Noise, property maintenance, open container, camping, parking, land
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	<p>use/zoning (e.g. churches – soup kitchens) that impact the community and city response to homeless-related issues.</p> <ul style="list-style-type: none"> • Adopt a policy to address encampments. • Develop educational materials for residents and businesses on how to address or report homeless related concerns • Provide Public Works and Parks and Recreation staff training in engagement and problem-solving approaches. <ul style="list-style-type: none"> ○ Measurement <p>-Above strategies are implemented. -Documented grassroots efforts among community groups to advocate consistent messaging.</p>
Suggested Community Partners:	<ul style="list-style-type: none"> • City of Encinitas Homeless Services Lead • Service providers • Law Enforcement • Public Works • Parks and Recreation staff • RTFH • Person with lived experience
Timeline:	Initiate Year One; On-going
Potential Funding Source and Eligible Recipient:	<p><u>General Fund</u></p> <p><u>Homeless Housing Assistance and Prevention Program</u> Eligible Recipient: CoC (City of Encinitas apply) Uses: Systems support for regional partnerships</p> <p><u>CDBG</u> Eligible Recipient: City of Encinitas Uses: 15% cap on public services components (e.g., health services, homeless services)</p>

GOAL 3: Increase the Availability of Temporary and Permanent Housing

The high cost of living in Encinitas makes it difficult for working-class and even middle-class people to remain stably housed. This can put people at-risk of homelessness even for those who are employed full-time. Additionally, shelter beds are limited within the City. The only year-round emergency shelter serving the region is in neighboring Carlsbad. The strategies to meet this goal include construction, maximizing existing housing stock through shared housing strategies and working to increase temporary shelter opportunities.

Action #1: Develop strategies to maximize existing housing stock and potential housing resources.

Like many communities in California, land values in Encinitas are high and developable land is in short supply. Developing strategies to maximize the use of existing housing stock through actively supporting the ADU program and other affordable units will be an important tool in the

effort to increase the availability of housing. There are financial incentives available that could support increasing the availability of affordable housing.	
Tasks:	<ul style="list-style-type: none"> • Evaluate alternate housing options to address high rent rates and limited housing inventory: Tiny homes, motel or apartment conversion, shared housing and shelters for women and families. • Implement Share Housing strategies being developed by RTFH with Bridge to Housing and other potential entities. • Encourage the development of ADUs, JADUs and other affordable units through incentivized financing programs. • Create citywide landlord engagement collaborative to grow inventory of rental housing available to those experiencing homelessness. • Conduct feasibility study of City-owned and church-owned land as potential opportunities for housing development. <ul style="list-style-type: none"> ○ Measurements <ul style="list-style-type: none"> - City Council Approval of shared housing program implementation and allocation of funds. - Implementation of incentive program for ADUs, JADUs and other affordable units. - Establish a landlord engagement collaborative in collaboration with Development Services Department – Housing Division. - Complete analysis of City and/or church owned properties.
Suggested Community Partners:	<ul style="list-style-type: none"> • RTFH • Development Services Department • City of Encinitas Homeless Services Coordinator
Timeline:	3-5 years
Potential Funding Source and Eligible Recipient:	<p><u>CDBG</u> Eligible Recipient: City of Encinitas Uses: Acquisition, construction, rehabilitation of emergency shelters or rental housing (see CDBG guidance)</p> <p><u>Homeless Housing Assistance and Prevention Program</u> Eligible Recipient: CoC (City of Encinitas apply) Uses: Landlord incentives, Rapid Re-Housing, hotel/motel conversion</p> <p><u>Local Early Action Planning Grant</u> Eligible Recipient: City of Encinitas and counties Uses: Housing planning to streamline and accelerate housing production (e.g., ADUs/JADUs, City-owned land. rezoning)</p> <p><u>Local Housing Trust Fund</u> Eligible Recipient: City of Encinitas and counties current on their Housing Element and APR; public, joint public-private, and nonprofit entities; requires 1:1 match</p>

	<p>Uses: Predevelopment, acquisition, construction, or rehabilitation of income- and rent-restricted rental housing, including Permanent Supportive Housing</p> <p><u>No Place Like Home</u> Eligible Recipient: County (Housing developers apply) Uses: Multifamily rental housing development of five (5) or more units</p> <p><u>Permanent Local Housing Allocation</u> Eligible Recipient: Entitlement City of Encinitas and counties Uses: Predevelopment, development, acquisition, and rehabilitation of housing, including ADUs</p> <p><u>Veterans Housing and Homeless Prevention Program</u> Eligible Recipient: Public agency, for-profit or non-profit developer Uses: Acquisition and construction or rehabilitation of affordable multifamily rental housing, including supportive housing units, for veterans and their families</p>
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Action #2: Partner with the City of Encinitas Housing Authority to explore strategies to expand the use of Housing Choice Vouchers to support households at risk of or experiencing homelessness.

Households exiting homelessness often need financial support, either on a short-term or continuing basis, to help them remain housed. Lack of adequate income makes finding and keeping housing very difficult. People who are homeless may be on fixed incomes that are not high enough to cover rent in high cost markets. Therefore, they often make the choice between paying for rent, food or medical care. The voucher program ensures that housing is affordable by guaranteeing that housing costs are no more than 30 to 40 percent of monthly income.

Tasks:	<ul style="list-style-type: none"> • Explore partnerships with local service providers, 101s and the Chamber to identify and match high costs/high needs individuals with full or part time jobs matching skillsets, vouchers and supportive services. • Identify long term funding sources to increase the number of vouchers set-aside to support households experiencing homelessness. • Develop a partnership with local groups, faith based centers, and other community groups for training and job placement. <ul style="list-style-type: none"> ○ Measurements <ul style="list-style-type: none"> - City of Encinitas Housing Authority develops a program to implement with local service providers to match high needs individuals with vouchers and supportive services. - Implementation of a job training and placement program.
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Suggested Community Partners:	<ul style="list-style-type: none"> • City of Encinitas Homeless Services Coordinator • City of Encinitas Housing Authority • Service Providers
Timeline:	3-5 years
Potential Funding Source and Eligible Recipient:	<p><u>Homeless Emergency Aid Program</u> Eligible Recipient: City of Encinitas and CoCs Uses: Emergency housing vouchers</p> <p><u>Homeless Housing Assistance and Prevention Program</u> Eligible Recipient: City of Encinitas apply to CoC Uses: Rental assistance, Rapid Re-Housing</p>

Action #3: Develop options to expand the number of year-round shelter beds available to individuals experiencing homelessness in Encinitas.

There are not enough shelter beds or safe parking opportunities in Encinitas or North County to meet the needs of the existing population experiencing homelessness. Providing opportunities for households experiencing homelessness to sleep in protected and predictable places will help to create a safer and more stable environment for individuals experiencing homelessness as well as for the community and local businesses.

Tasks:	<ul style="list-style-type: none"> • Work with faith-based and volunteer providers to determine the feasibility of opening seasonal beds on a year-round basis. • Identify and contract with an emergency shelter in North County to “reserve” a limited number of beds for unsheltered homeless individuals in Encinitas who express interest in entering shelter. • Assess the need for interim or emergency shelter for specific populations, such as youth, older adults or other sub populations. <ul style="list-style-type: none"> ○ Measurements <ul style="list-style-type: none"> - Provide access to shelter beds specifically to Encinitas unsheltered to match at least 25% of identified need provided in the PIT Count annually with a goal of 100%. - City of Encinitas Homeless Services Coordinator develops coordinated contract of faith-based and volunteer providers to open seasonal shelters on a year-round basis with service providers for case management. - City of Encinitas Homeless Services Lead has identified additional sites for safe parking. - City of Encinitas Homeless Services Lead has worked with RTFH to determine need for population specific shelters.
Suggested Community Partners:	<ul style="list-style-type: none"> • RTFH
Timeline:	Initiate Year Two; on-going

<p>Potential Funding Source and Eligible Recipient:</p>	<p>Uses: Acquisition, construction, rehabilitation of emergency shelters</p> <p><u>Homeless Emergency Aid Program</u> Eligible Recipient: City of Encinitas and CoCs Uses: Services, capital improvements, or rental subsidies; use with HomeKey to acquire buildings/units</p> <p><u>Homeless Housing Assistance and Prevention Program</u> Eligible Recipient: CoC Uses: Emergency shelter</p> <p><u>Local Housing Trust Fund</u> Eligible Recipient: City of Encinitas and counties current on their Housing Element and APR; public, joint public-private, and nonprofit entities; requires 1:1 match Uses: Predevelopment, acquisition, construction, or rehabilitation of emergency shelters and transitional housing</p>
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Conclusion

A common refrain in many cities that are at stage at which Encinitas finds itself is that the individuals experiencing homelessness in the area simply do not want to or will not partake in services. What has been shown in a number of cities across the county is that offering person centered services helps people to find a path from their circumstances to housing. Person-centered services are an approach to service development and service delivery that focuses on providing services in ways that are designed in collaboration with the individual(s) receiving those services, that are respectful of, and responsive to, the needs and values of people experiencing homelessness. Providing person centered services takes committed resources, patience and trained outreach personnel and case managers. As noted in the Executive Summary, the majority of unhoused residents are typically long-term members of the community and not migrant in nature. The goal of this HAP is to help those residents of our community that are the most vulnerable.

The Goals, Actions Steps and Tasks suggested in this plan reflect national best practices that have been show in a number of cities to be cost and service effective approaches to reducing homelessness. Barbara Poppe and Stephen Metraux, national experts on homelessness, with funding from the Arnold Foundation issued a series of briefs based on their studies of nine areas that have made significant strides in reducing homelessness⁷. Some of those areas, like Southwest Minnesota and Rockford, Illinois functionally ended chronic and veterans' homelessness employing strategies similar to those recommended in this plan. Furthermore, the Action Steps and Tasks have been fully vetted by City staff and offer a meaningful and achievable set of steps that gradually build upon a community and regionally based foundation of partnerships and collaborative efforts.

The Arnold Foundation report states "Communities experience positive results when they adopt solution-focused strategies to resolve unsheltered homelessness by aligning law enforcement and support systems with person-centered objectives. Nevertheless, many communities still take punitive approaches in attempts to drive away homelessness despite evidence this is ineffective, harmful, and expensive."⁸ The plan provides an aggressive but manageable approach that provides a City point of contact that would be charged with leading a collaborative effort that would build common understanding and collective support for actions recommended and prioritized by the established working groups. Tracking and reporting are key for the community to understand the approach and identify what is working, identify resources to achieve goals when available, and create a more transparent approach to homelessness to increase trust in the community. These measures will provide transparent, visible and available information regarding the efforts to address homelessness in the City. Through implementation, the City will achieve a positive impact in the community as a whole.

⁷ Research & Results: Nine U.S. Localities Offer Human-Centered Approaches to Unsheltered Homelessness
<https://www.arnoldventures.org/stories/research-results-nine-u-s-localities-offer-human-centered-approaches-to-unsheltered-homelessness>

⁸ Current Research and Practices that Address Unsheltered Homelessness
<https://craftmediabucket.s3.amazonaws.com/uploads/AV-homelessness-highlights.pdf>

Appendix A Glossary of Terms

2-1-1 San Diego: 2-1-1 San Diego is a resource and information hub that connects people with community, health and disaster services. Their mission is to serve as a nexus to bring the community (organizations) together to help people efficiently access appropriate services, and provide vital data and trend information for proactive community planning.

At risk of homelessness: Individual or family who will imminently lose their primary nighttime residence. *The Department of Housing and Urban Development has a formal definition of this. Please see page 42 of the Emergency Solutions Grant Program Interim Regulations for the full definition.* <https://www.govinfo.gov/content/pkg/FR-2011-12-05/pdf/2011-30938.pdf>

Bed Utilization: Bed utilization rates—or bed occupancy rates—represent the percentage of beds or units that are occupied on a given night or on an average night over a period of time. The average daily utilization rate is calculated by taking the average number of people served over a given time period divided by the total number of beds.

Chronically Homeless: People who are chronically homeless have experienced homelessness for at least a year – or repeatedly – while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability. *The Department of Housing and Urban Development has a formal definition of this. Please see page 11 of the Emergency Solutions Grant Program Interim Regulations for the full definition.*

<https://www.govinfo.gov/content/pkg/FR-2011-12-05/pdf/2011-30938.pdf>

Coordinated Entry System: The Coordinated Entry System (CES) is a HUD mandated activity for all communities across the country that seeks to ensure that any individual or family who is at-risk of homelessness or is currently experiencing homelessness has efficient access to the homeless crisis response system. CES also ensures that the community has an agreed upon assessment process to determine the needs of each household, that there is an approved prioritization process for resource allocation based on need, and that there is a streamlined process and method for referring people to those resources

Diversion or Housing Problem Solving: Diversion, also known as Housing Problem Solving assists households to identify their strengths, support networks, and link to community resources to find housing. It is not necessarily a program but rather an approach or technique that uses a conversation between skilled staff members to explore options that the household may not have been able to identify or felt comfortable enough to explore on their own.

Domestic Violence Program: Domestic Violence Programs provide shelter, assistance and specialized resources to domestic violence survivors.

Doubled up: Doubled-up households are defined as having one or more adults in addition to the head of household and spouse or partner, such as an adult child living at home, two related or unrelated families residing together, or a parent living with an adult child.

Emergency Shelter: Emergency Shelter programs generally provide a low-barrier safe place for people to stay while awaiting housing placement.

Homeless Management Information System (HMIS): A Homeless Management Information System (HMIS) is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness

Homeless: Individual or family who lacks a fixed, regular, and adequate nighttime residence.

Homeless Prevention: Homelessness Prevention programs are targeted to individuals and families who are in their own home but who are at-risk of losing that home and who have no other housing options and are facing homelessness. The goal of homelessness prevention is to help the individual or family remain in their current housing or move to another permanent housing setting while avoiding homelessness.

Housing First: Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life.

HUD Continuum of Care (CoC) Program: The Continuum of Care (CoC) Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

HUD VA Supportive Housing (VASH) Vouchers: The HUD-Veterans Affairs Supportive Housing (HUD-VASH) program combines Housing Choice Voucher (HCV) rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA). VA provides these services for participating Veterans at VA medical centers (VAMCs) and community-based outreach clinics.

Interim Housing: Interim housing is a housing situation where a chronically homeless person has: applied for permanent housing, has been accepted, a unit/voucher for permanent housing has been reserved for them, but for which there is some other situation that prevents them from moving immediately into housing (e.g. apartment getting painted, old tenant moving out, has a voucher but is looking for the unit, etc.).

Low Barrier: Low barrier shelters remove the most common obstacles to homeless individuals seeking housing, like the “no pets rule”, drug tests, curfews, etc. Low barrier shelters accept individuals that high barrier shelters would reject.

Permanent Housing: Permanent housing (PH) is defined as community-based housing without a designated length of stay in which formerly homeless individuals and families live as independently as possible.

Permanent Supportive Housing: Permanent Supportive Housing is a permanent housing program that provides subsidized housing either in a designated PSH unit within a single location or in a scattered site model within the existing rental market. In addition to the housing, PSH provides voluntary intensive wrap-around supportive services including case management, mental health, and substance use disorder services.

Point-In-Time Count: A point-in-time count is an unduplicated count on a single night of the people in a community who are experiencing homelessness that includes both sheltered and unsheltered populations.

Project One for All (POFA): Project One for All is an extensive effort by the County of San Diego and its partners to provide intensive wraparound services, including mental health counseling and housing, to homeless individuals with serious mental illness.

Rapid Rehousing: Rapid Re-Housing programs are a permanent housing program that provides housing search assistance, time-limited rental assistance for units in the private rental market, and wraparound case management to promote housing stability and increasing income for taking over of the rent.

Regional Task Force on the Homeless (RTFH): The Regional Task Force on the Homeless (RTFH) proudly serves San Diego County by leading the charge on our communities' efforts to end homelessness.

Safe Parking: Safe Parking Programs allow organizations and businesses to open their parking lots to homeless individuals at night who normally sleep in their car or RV.

Supportive Services Only (SSO) programs: The supportive services only (SSO) program component allows recipients and subrecipients to provide services to homeless individuals and families not residing in housing operated by the recipient. Agencies that receive SSO funds may use the funds to conduct outreach to sheltered and unsheltered homeless persons and families, link clients with housing or other necessary services, and provide ongoing support.

Sheltered: The Department of Housing and Urban Development defines (HUD) defines sheltered homeless persons as adults, children, and unaccompanied children who, on the night of the count, are living in shelters for the homeless.

Street Outreach programs: Street outreach is a homeless services intervention that focuses primarily on supporting individuals with accessing permanent or temporary housing by building trusting relationships and ongoing rapport. The primary and ultimate goal of street outreach is to find affordable housing for each individual, with access to voluntary wraparound services needed to stay healthy; including employment, substance use treatment and mental health care.

Subsidized Housing: Subsidized housing is government sponsored economic assistance aimed towards alleviating housing costs and expenses for impoverished people with low to moderate incomes.

Temporary Shelter: Temporary Housing is a housing situation is intended to be very short-term or temporary (30, 60, or 90 days or less). Examples of this are bridge housing and emergency shelter.

Transitional Housing: Transitional Housing programs provide temporary shelter with more support services and a longer length of stay that may be up to two years. Programs are focused on addressing barriers that individuals and families may have that could include employment, mental health, substance use, and other barriers prior to accessing permanent housing.

Unsheltered: An unsheltered homeless person resides in a place not meant for human habitation, such as cars, parks, sidewalks, or abandoned buildings.

USICH Home, Together: The United States Interagency Council on Homelessness (USICH) is statutorily charged with developing and regularly updating a national strategic plan to prevent and end homelessness. Home Together is the strategic plan adopted by USICH for Fiscal Years 2018-2022 with the goal of ending homelessness in the US.

Volunteer and Faith-Based Partners: Volunteer and Faith-Based Partners are community-based or religious groups that offer their resources to the effort to end homelessness, including volunteering at shelters, raising money, offering their buildings as shelter.

Appendix B Funding Sources Table

Name	Originating Agency	Administering Agency	Uses	Amount	Emergency Use	Additional Information
SB89 (Budget adjustment for COVID-19 homeless response)	BCHA	RTFH, City of San Diego	<ul style="list-style-type: none"> Medically indicated services and supplies New shelters Supplies for shelters Street outreach Acquiring locations for isolation (motel) 	\$1,785,116 – SD County Continuum of Care \$1,642,354 – City of San Diego	One-time Grant	The City of San Diego and Regional Task Force have allocated these funds for convention center shelter operations and outreach
Homeless Housing, Assistance and Prevention (HHAP)	BCHA	RTFH				
Homeless Emergency Aid Program (HEAP)	BCHA	RTFH	Homeless Shelter and Services:	\$18 million for San Diego Region	One-time Grant	Service providers apply for program funding
CESH	BCHA	County of San Diego	Homeless Shelter and Services:		Ongoing Grant	Service providers apply for program funding
State Homeless Prevention (assembly 76 district)	HCD	City of Encinitas	Homeless Prevention and Intervention	\$250,000 (FY 20/21)	One-time Grant	To be allocated to Community Resource Center
Emergency Solutions Grant (ESG)	HUD	County of San Diego Cities of Chula	Homeless Shelter and Services:	ESG-CV \$1,257,717	Ongoing Entitlement Grant	Service providers apply for program funding

		Vista and Escondido	<ul style="list-style-type: none"> • Homeless prevention rental assistance • Case management • Outreach • Stabilization services 		Not reimbursable for committed and expended funds	
Continuum of Care	HUD	Regional Task Force on the Homeless	Homeless Services: <ul style="list-style-type: none"> • Outreach • Case Management • Rental Assistance • Administration/Database Management 		Ongoing Grant Competitive Not reimbursable for committed and expended funds	Service providers apply for program funding
Community Development Block Grant	HUD	City of Encinitas	Community Development & Housing: <ul style="list-style-type: none"> • Public Services • Capital Improvements • Land acquisition for housing • Housing rehabilitation 	\$356,156 (FY 2020)	Ongoing Entitlement grant Not reimbursable for committed and expended funds Additional \$209,000 in CDBG-CV & \$400,000 CDBG-CV3	
Affordable Housing Fund	Development Impact Fees collected under City's	City of Encinitas	Affordable Housing and Support Housing Element Programs	\$1.4 million committed	Ongoing Reimbursable	City has previously allocated Affordable Housing Funds for acquisition and rehabilitation of

	Inclusionary Ordinance					affordable units and new construction.
No Place Like Home	HCD	County of San Diego	Permanent Supportive Housing: <ul style="list-style-type: none"> • New Construction • Acquisition • Rehabilitation 		Ongoing Loans	Developers apply for individual projects
Permanent Local Housing Allocation (SB2)	HCD	City of Encinitas	Affordable Housing Homeless Prevention	Approx. \$156,000/year	Ongoing Grant	City must apply and enter into an agreement w/HCD for use of funds over a five-year period Application deadline: July 27, 2020
Section 8	HUD	Encinitas PHA	Rental Assistance	Approx. \$980,000/year	Ongoing Entitlement Grant Not reimbursable for committed and expended funds	Encinitas PHA also receives funds for administration from HUD Approximately 95 households assisted Waitlist is 8-10 years
HOME	HUD	San Diego County	Affordable Housing: <ul style="list-style-type: none"> • New Construction • Acquisition • Rehabilitation Other: <ul style="list-style-type: none"> • Homebuyer assistance • Tenant Based Rental Assistance (TBRA) 		Ongoing Grant/Loan Not reimbursable for committed and expended funds County	County of San Diego operates three TBRA programs for: <ol style="list-style-type: none"> 1) Emancipated foster youth 2) Family Reunification 3) Homeless These programs provide rental subsidy assistance for up to 24 months

Acronyms

BCSH - Business and Consumer Services & Housing Agency
RTFH - Regional Task Force on the Homeless
HUD - Housing and Urban Development
PHA - Public Housing Agency
HAP - Housing Assistance Payment
TBRA - Tenant-Based Rental Assistance
RRP -Rapid-Rehousing Program
ESG - Emergency Shelter Grant
CoC - Continuum of Care
HEAP - Homeless Emergency Aid Program
CDBG - Community Development Block Grant
CESH - California Emergency Solutions and Housing
NPLH - No Place Like Home
PLHA - Permanent Local Housing Allocation

Web links for more detail on funding sources

CDBG <https://www.hudexchange.info/programs/cdbg-entitlement/>
Homeless Housing Assistance Program https://www.bcsb.ca.gov/hcfc/hhap_program.html
Permanent Local Housing Assistance <https://hcd.ca.gov/grants-funding/active-funding/plha.shtml>
HomeKey <https://www.hcd.ca.gov/grants-funding/active-funding/homekey.shtml>
Local Early Action Planning Grant <https://www.hcd.ca.gov/grants-funding/active-funding/leap.shtml>
Local Housing Trust Fund <https://www.hcd.ca.gov/grants-funding/active-funding/lhtf.shtml>
No Place Like Home <https://www.sandiegocounty.gov/content/sdc/sdhcd.html>
Veterans Housing and Homeless Prevention <https://hcd.ca.gov/grants-funding/active-funding/vhvp.shtml>
Homeless Emergency Aid Program https://www.bcsb.ca.gov/hcfc/aid_program.html

Appendix C Homelessness in San Diego

Homelessness in San Diego County

According to the 2020 homeless Point-In-Time (PIT) Count conducted by the Regional Task Force on the Homeless (RTFH), on a single night in January there were a total of 7,619 persons experiencing homelessness in San Diego County.¹ Just over half of the County's homeless population was experiencing unsheltered homelessness – living outside on the streets, beaches, parks, canyons, vehicles, and other places not meant for human habitation – while the other half of the population was considered sheltered – staying in one of the region's temporary housing programs including emergency shelters, transitional housing, domestic violence programs, and temporary hotel or motel vouchers. It is important to note the annual PIT Count only represents a single snapshot on a specific night and is viewed as a minimum number of who is counted by volunteers on the night of the count. The PIT count is also just one gauge of understanding the extent of homelessness in the region and the City. For example, while the PIT Count represents a single night, the most recent data from the RTFH indicated that in 2019 over 31,000 people representing 26,906 households accessed some form of homeless assistance in 2019.

Homelessness in North County

According to the 2020 PIT Count, 15 percent of the County's homeless population resides in North County which includes 8.3 percent (623 people) in North County Inland and 6.7 percent (502 people) in North County Coastal. Figure 1 Highlights five-year trends of PIT Counts for all persons (sheltered and unsheltered) in North County cities while Figure 2 highlights unsheltered figures. Based on data from the PIT Count, total homelessness across North County has been decreasing while results of unsheltered homeless figures are mixed. It should be noted that the RTFH did adjust their methodologies of counting during the last two PIT Counts which may have had an impact on the numbers reported.

¹ Regional Task Force on the Homeless 2020 WeAllCount Results

Figure 1. Five Year PIT Count Trends of North County Cities – Total Persons Experiencing Homelessness

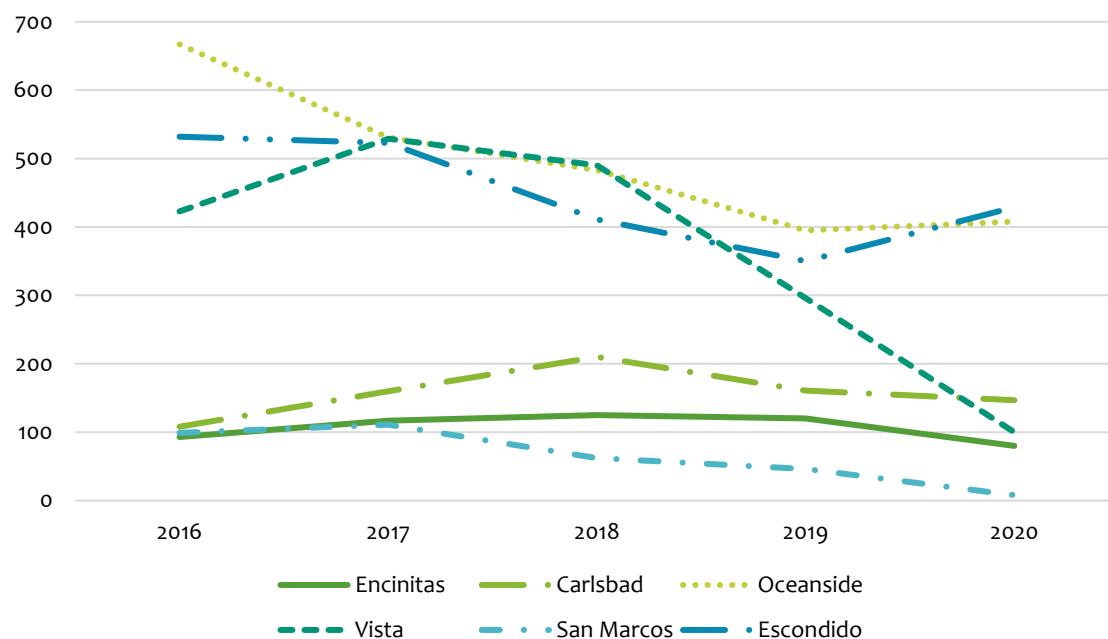
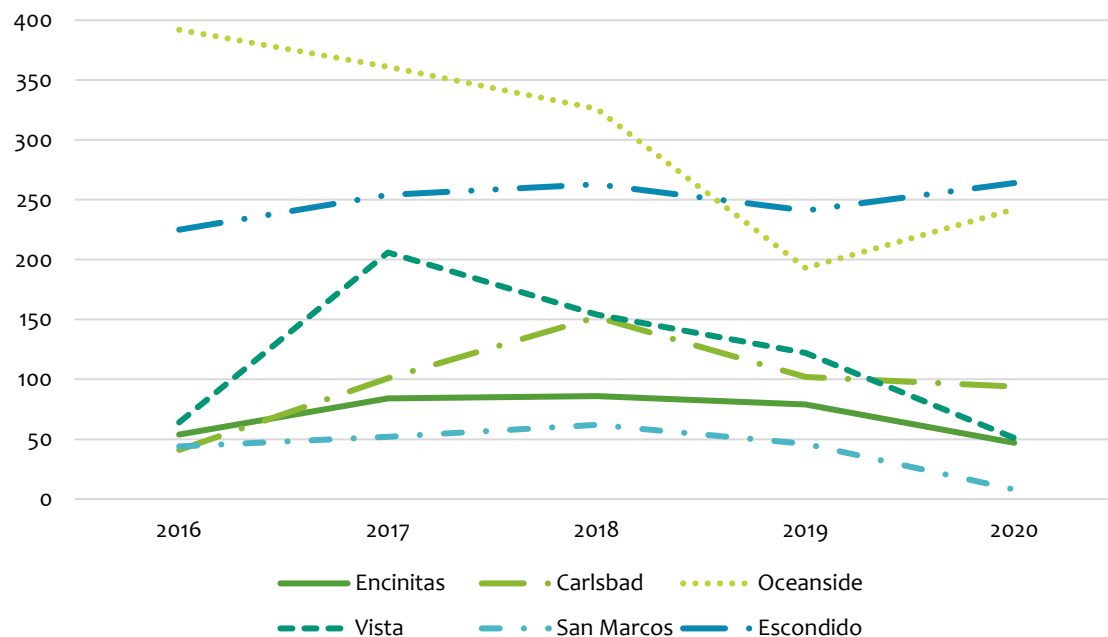


Figure 2. Five Year PIT Count Trends of North County Cities – Total Unsheltered Persons



As mentioned earlier the PIT Count provides a one-night snapshot and is not representative of how many people experience homelessness over the course of a year. However, it is an important and useful number. It is important because it is the number on which the Department of Housing and Urban Development (HUD) measures overall system impact and on which much State and Federal funding is based. It is useful in that it provides a good representation of the complexities and extent of homelessness at any given time.

Figure 3 below comes from the RTFH data dashboards, which identified that in 2019 5,180 people (representing 4,365 households) accessed homeless services across North County. Figure 4 highlights which type of homeless assistance program they accessed. These numbers are generated from information submitted by homeless service providers through the Homeless Management Information System and represents un-duplicated individuals and households. This annual data is a useful addition to the PIT Count data shown above. However, it does not capture both the households that do not meet the HUD definition of homeless and those that end their homelessness on their own during the year.

Figure 3. Number of People and Households Served in North County in 2019

Population Type	People Served	Households Served
Families	995	272
Single Adults	4,034	3,957
Unaccompanied Children	31	17
Unknown Household Type	120	119
Totals	5,180 persons	4,365 households

Figure 4. Number of People by Household Type Served in Specific Homeless Interventions in 2019

Intervention Type	Persons in Families	Single Adults	Unaccompanied Children
Emergency Shelter	166	652	10
Transitional Housing	12	353	0
Permanent Supportive Housing	45	372	0
Street Outreach	67	1,087	8
Services Only	38	1,254	1
Safe Haven	0	13	0
Homeless Prevention	392	127	8
Rapid Re-Housing	275	176	4

It should be noted that there are some limitations with these figures. First is that the data only includes programs in the cities of Encinitas, Vista, Oceanside, Escondido, and San Marcos who enter data into the region's Homeless Management Information System (HMIS). There are homeless services providers who do not enter data in to the HMIS system. The data does not include the City of Carlsbad. Second, it only includes programs who have a physical address in the area and people are only counted once, so that the numbers do not duplicate individuals who may access multiple programs. For example, in the City of Encinitas, only CRC data is counted since it is the only program with a physical address in Encinitas. And although people may access multiple interventions throughout the year such as street outreach and emergency shelter, the RTFH dashboards only count the person once based on the last program they accessed during the year.

Although there are limitations with these figures, they can help shed some light on the extent of the homeless population across North County, beyond just the numbers found in the annual PIT Count. Key takeaways include the following:

- There are several thousand people who are considered homeless across North County over the course of a year. Although the 2020 PIT Count identified a minimum of 1,125

individuals experiencing homelessness in North County, on an annual basis over 5,000 unique individuals are provided with homeless assistance.

- Majority of people experiencing homelessness and accessing services in North County are single adults. People in unsheltered families only made up 19 percent of the total people who accessed services. Although families were a smaller portion of the total, families received more Homeless Prevention and Rapid Rehousing assistance than single adults. This could point to a potential gap in resources for single adults.
- In 2018, the majority of people accessing shelter services in North County stated that the zip code of their last permanent housing was in San Diego (92%), and 80 percent recorded a zip code in North County.² This is in line with results from most communities – the individuals experiencing homelessness are, for the most part, from the community in which they are counted.
- The interventions most accessed were Street Outreach programs and Services Only programs. It can be viewed as a good step that these programs are working with individuals and families. Some of the least accessed programs were those that permanently housed people, such as Rapid Re-Housing and Permanent Supportive Housing or assisted people to stay housed such as Homelessness Prevention programs.
- Temporary housing programs such as emergency shelter and transitional housing also had fairly low numbers. This is most likely because of the lack of shelter beds in the region as compared to the need and that some shelter programs in North County do not input their data into HMIS.

² Alliance for Regional Solutions, "Shelter Provided to the Homeless in North San Diego County Bridge Housing Between 07/1/2017 - 06/30/2018," https://03539ace-bd97-4e86-b633-705253e7eafc.filesusr.com/ugd/618b75_72b5053273b04e01b39a11794afeb1b9.pdf

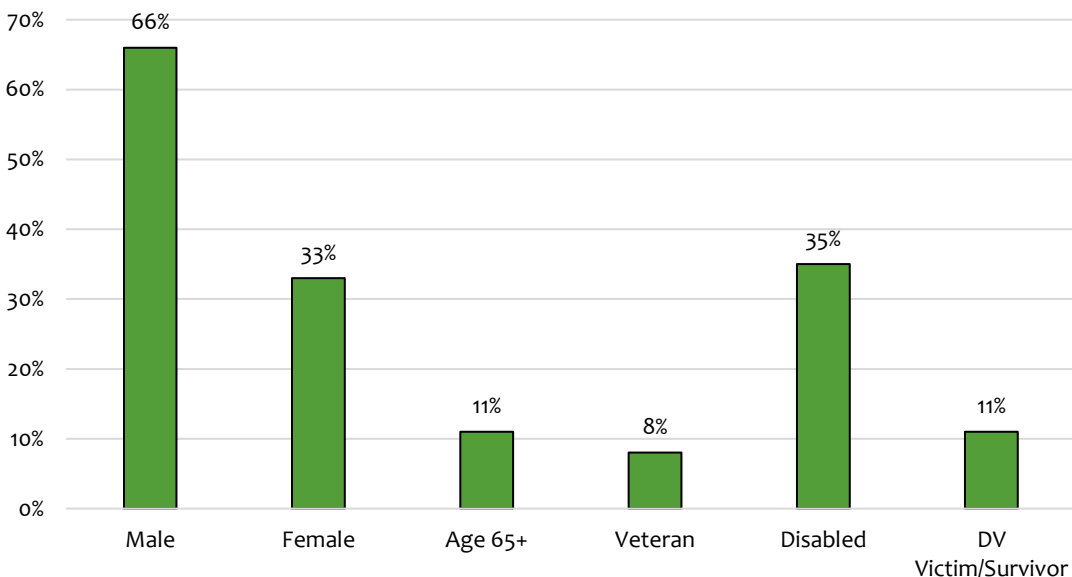
Appendix D Community Partner Data

Additional data from community partners can help provide a more accurate picture of individuals and families experiencing homelessness beyond the PIT Count. The following sections include data on individuals experiencing homelessness from CRC, volunteer and faith-based providers RTFH Data Dashboard, local school districts, Scripps Memorial Hospital Encinitas, and 2-1-1 San Diego.

Community Resource Center

CRC is a well-known local organization that has deep roots in Encinitas going back to 1979. CRC provides a variety of assistance to low-income and homeless individuals and families in Encinitas. Since CRC is the main homeless service provider in Encinitas, data on individuals and families they serve can provide a good understanding of the extent of the population and the needs for which people are seeking assistance. Figure 1 provides details on all homeless persons CRC provided assistance to over the course of 12 months from July 1, 2018 through June 30, 2019. In total they provided some form of assistance to 860 unduplicated people experiencing homelessness (representing 572 total households).

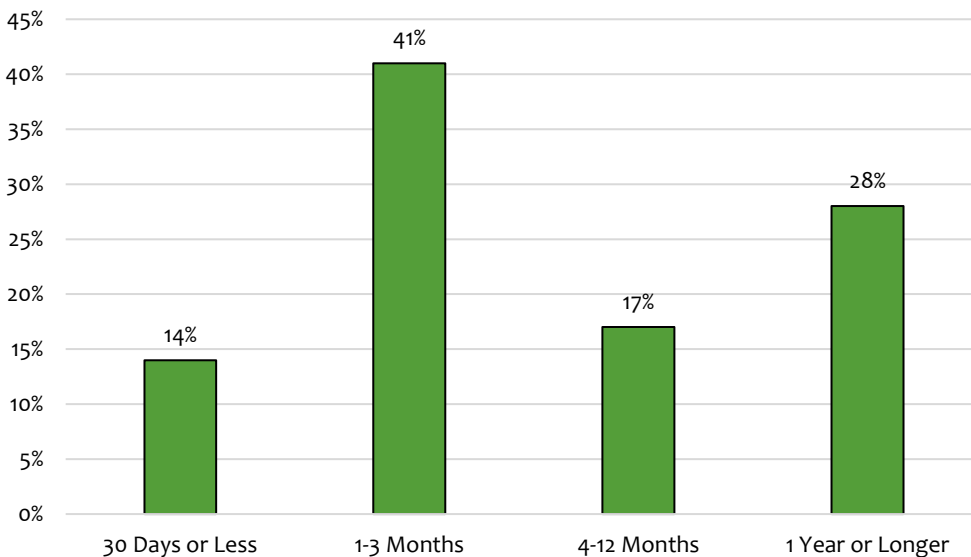
Figure 1. Demographics of Homeless Persons Community Resource Center Assisted FY 18/19



CRC also provided information on a subset of the total homeless population they served that were residing in their vehicles. From July 2019 through the end of January 2020, CRC served a total of 128 people who were living in their vehicle at the time of accessing services. Figure 2 highlights the length of time individuals were living in their vehicles. The majority of people living in their vehicles were homeless for less than one year with over half experiencing homelessness for three months or less. Additionally, 25 percent were employed at some level with 11 percent being employed full-time, and ten percent were retired. Those in vehicles were also well educated with 25 percent having a high school diploma or GED, 38 percent having some college or vocational

training, 20 percent having a two year or four-year college degree, and five percent having a graduate degree.

Figure 2. Length of Time Homeless for Those Living in Vehicles



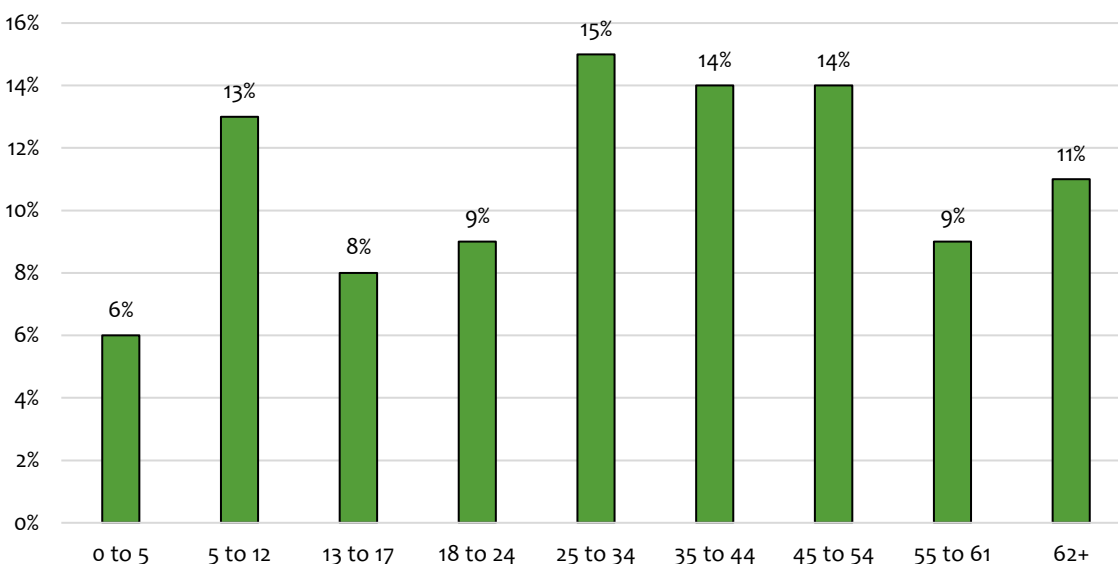
Volunteer and Faith-Based Providers

Volunteer and Faith-Based organizations provide a variety of free services to persons experiencing homelessness in Encinitas including showers, temporary shelter, and food services. The St Andrews Episcopal Church Saturday meal program reports serving breakfast to 60-70 persons experiencing homelessness each week; the church also hosts a food pantry that strives to meet a large demand in the community. St Andrew's is also part of the North County rotational shelter and hosts up to 12 individuals each winter for two weeks. Fill A Belly provides free lunches and reported serving a similar number of individuals. The food pantry at St. John Catholic Parish provides supplemental food to about 130 households a week.

Regional Task Force on the Homeless Data Dashboards

The RTFH Annual Performance Dashboards provided additional information on persons served by CRC in 2019. The RTFH dashboard includes data on three CRC programs based on data captured in HMIS. In total there were 388 people who were provided homeless services in two "Services Only" programs and one Rapid Re-Housing program. Figure 3 encompasses this data from 2019 showing 217 single adults, 166 people in families, and 5 unaccompanied minors.

Figure 3. Age of Persons Provided with Services in Three CRC Programs in 2019



Additionally, the RTFH data dashboards provided information on the race and ethnicity of those who accessed services. A majority of the population was white (74 percent), however 15 percent identified as Black/African American. This is much higher than the percentage of Black/African Americans in the general population in the City of Encinitas. This indicates racial disparities in the homeless population in Encinitas that follow national trends. RTFH data also shows that 36 percent of those who accessed homeless services identified as Hispanic/Latino.

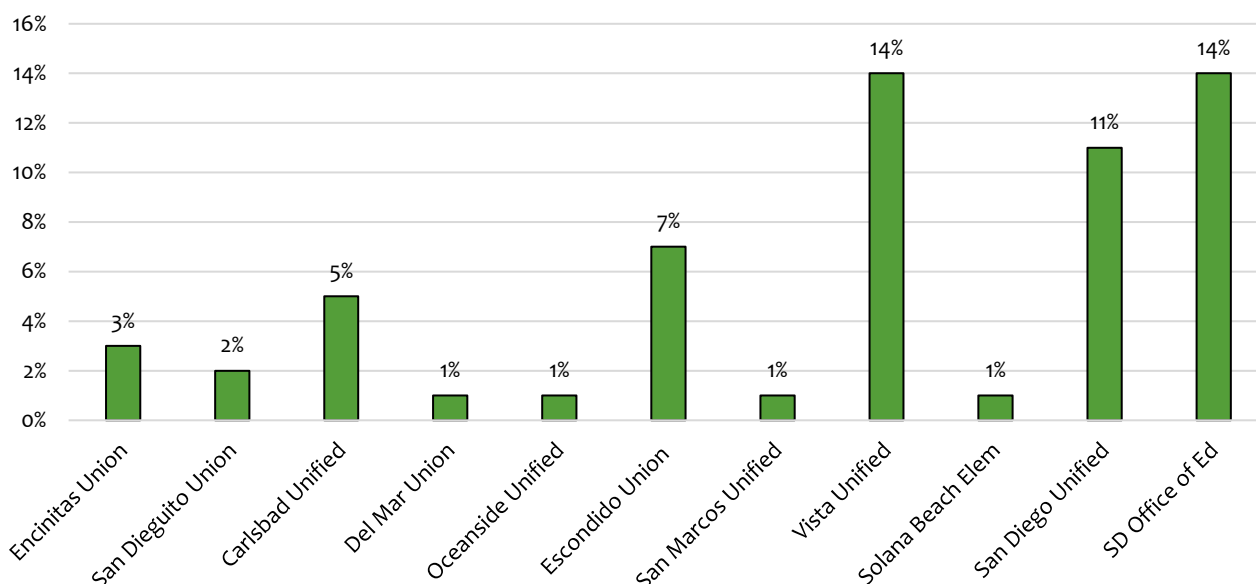
Encinitas School Districts

A critical sub-population experiencing homelessness in Encinitas are school-aged children. As noted, above, over 20% of people who received homeless assistance in a year period were children age 5-17. According to data from the 2016/2017 school year, there were 31 homeless students in the Encinitas Union School District. Of those, 14 were counted as doubled up, 10 were in shelter, and 7 were in hotels/motels. An additional 28 homeless students were identified in the San Dieguito Union High School District.³ It should be noted that the definition of homelessness for students is slightly broader than HUD's homeless definition and includes children who are doubled up or living with two or more unrelated households in a single unit because of economic circumstances. Additionally, in a recent report, experts state that accurate homeless numbers in school districts should be between 5-10% of students who are defined as "Economically disadvantaged" or basically those who are eligible for free or reduced-price meals.⁴ Figure 4 displays the percentages of homeless students among each district's economically disadvantaged student population.

³ San Diego County Homeless Students: 2016-2017, <https://data.inewssource.org/interactives/san-diego-county-homeless-students-2018/>

⁴ Auditor of the State of California (2019) Youth Experiencing Homelessness: California's Education System for K-12 Inadequately Identifies and Supports These Youth

Figure 4. The Proportion of Homeless Students Among Economically Disadvantaged Population Per District in 17/18 School Year



The report states that having lower percentages in districts means that homeless figures are most likely undercounted. For example, in the Encinitas Union School District out of the total enrollment figure of over 5,000 students in 17/18, 1,003 were defined as economically disadvantaged, and of those only 31 students (3%) were defined as homeless. San Dieguito Union High School District identified 2 percent of its economically disadvantaged population as homeless. Cardiff Elementary School District reported that 19% of their student population qualifies as economically disadvantaged but none of them are experiencing homelessness.

Homelessness also affects college students. A 2019 report on California Community Colleges identified that 50 percent of students were food insecure in the prior 30 days, 60 percent were housing insecure in the previous year, and 19 percent were homeless in the prior year.⁵ Although Mira Costa College did not participate in the study, other San Diego County colleges such as Palomar, Miramar, Mesa, and City College did, and it should be assumed that Mira Costa may have similar figures as other community colleges across the state.

Survey data from MiraCosta College students collected by the district in Fall 2020 indicated that over 2,500 students reported experiencing some form of basic needs insecurity. MiraCosta College holds that these numbers are much higher than what was actually reported in the survey due to the sample who completed the survey, factors around self-reporting and stigma, and survey mechanics. Furthermore, throughout the 2020 calendar year, there were over 3,350 applications for MiraCosta College emergency grants (\$500 per student, per semester) and student concerns around housing insecurity increased following the onset of the COVID-19 pandemic.

Scripps Memorial Hospital Encinitas

With the passage of SB 1152, hospitals across California are now required to track homeless patients, provide certain services, and ensure appropriate discharges for anyone who identifies as homeless while in the hospital. To meet the state law, in January 2019, Scripps Memorial

⁵ The Hope Center (2019) California Community Colleges #RealCollege Survey

Hospital Encinitas implemented a homeless patient discharge policy and protocol and began tracking homeless patients. During 2019, Scripps Encinitas reported that a total 473 homeless patients were served at the hospital including in the Emergency Room. The 473 homeless patients accounted for a total of 1,004 hospital admissions. The hospital noted that 50 percent of the patients were repeat patients during the year. It should be noted that not all homeless patients who were provided healthcare services at the hospital were specifically from the City of Encinitas as the hospital serves the larger North County region including other hospitals such as Tri-City Medical Center in Oceanside and Palomar Hospitals in Escondido and Poway.

2-1-1 San Diego Housing Assistance Requests

2-1-1 San Diego is a resource available online and by phone that helps connect individuals in need to resources. In 2019, 205 individuals living in Encinitas and Solana Beach called 2-1-1 San Diego for housing assistance. Nearly half who called were experiencing homelessness; about half of those individuals were sheltered and the other half unsheltered. The other half of the callers were in housing. Of those, 44 percent resided in stable permanent housing but still needing housing assistance, and five percent were in unstable housing. Just over a third of callers were families, with the remaining single adults. Of those, 45 percent were age 50 or above and 21% were age 60 or above. Nearly 60 percent reported a health condition, with 49 percent reporting a physical health condition and 39 percent reporting a mental health issue. Eighty-four percent (84%) reported they had health insurance, primarily Medi-Cal. Lastly, 33 percent of callers needing housing assistance were employed at the time of calling, either full-time or part-time.

Figure 5. Most Requested Housing Need of those who Called 2-1-1 San Diego

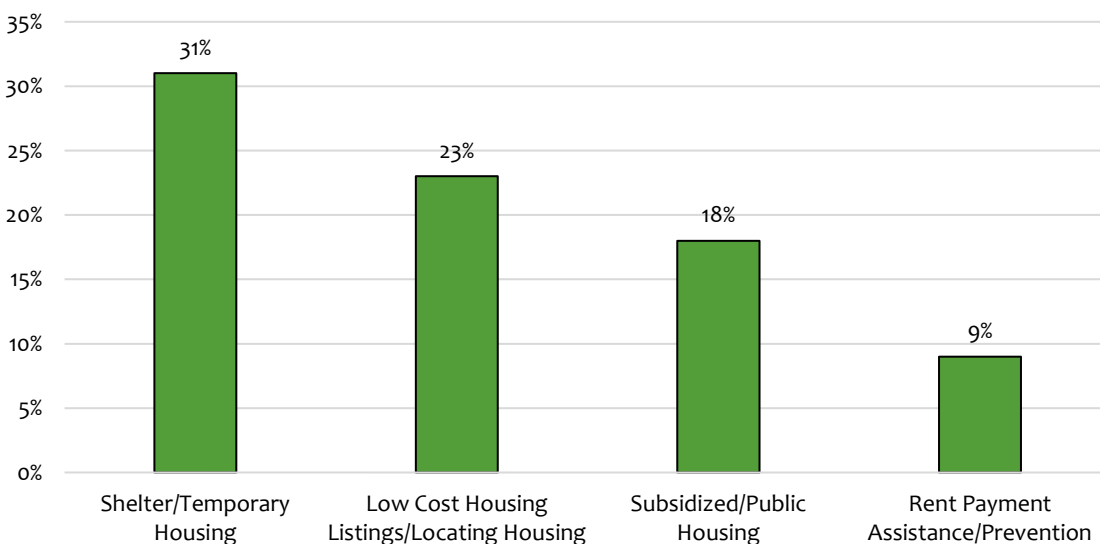


Figure 5 highlights the most requested housing need by categories. Shelter including emergency shelter, motel vouchers, and transitional housing was the most requested need with low cost housing listings and subsidized and public housing coming next. Nine percent of callers were asking for assistance with paying rent or homeless prevention assistance to remain in their home.

Appendix E Input from Service Providers and the Community

Through a variety of engagement methods, LDC collected information on the strengths, needs, and challenges of current programs and services to assist those experiencing homelessness in the City of Encinitas. The information collected from volunteer and faith-based providers, regional and local formal system service providers, and the community at-large.

Volunteer and Faith-Based Providers

LDC and City staff held a focus group meeting with many of the volunteer and faith-based providers on July 23, 2020. The purpose of that meeting was to gain insights from these providers on system successes, challenges and needs. City staff sent a survey to 29 people representing 10 organizations. Staff received responses from six groups. The respondents identified the following as system strengths, needs and challenges.

What's Working

Safe parking, programming provided by CRC in particular the domestic violence shelter, the volunteer/faith-based efforts, the food pantries, the LGBTQ Youth Center, legal support from the community law clinic partners with Saint Leo's Mission Church and the political will shown by the City Council to take on these difficult issues.

Most Critical Needs

More shelter and showers, system coordination, affordable housing, more local supportive services and resources, public education about homelessness.

Challenges

Cost of housing, public perception, lack of services, development costs and timeframes

One thing the City could do in the short or long-term

Coordinate services locally and regionally, invest in affordable housing, use vacant motels/bldgs. for housing and services, open more safe parking, community outreach/education.

Formal System Providers

LDC staff interviewed the following homeless system providers to better understand their perceptions of the City's strengths and challenges.

1. Tamera Kohler, Executive Director, Regional Task Force on the Homeless
2. Susan Bower, Administrator – Health and Homelessness, County of San Diego HHSA
3. John Van Cleef, Executive Director, Community Resource Center
4. Greg Anglea, Executive Director, Interfaith Community Services
5. Marylynn McCorkle, Alliance for Regional Solutions
6. Scripps Health – Scripps Memorial Hospital Encinitas
7. Camey Christenson, VP, 2-1-1 San Diego
8. Amy Denhart, Director, Funders Together to End Homelessness
9. Miranda Chavez, Community Resource Center

10. Dep. Kenneth Wells, San Diego County Sheriff's Department

11. City of Encinitas leadership and staff

The common themes that emerged from that reflect those from the volunteer groups. The respondents highlighted the need for more coordination, more services, more community engagement and education and the need for more interim housing options. Respondents also expressed admiration for the City Council's willingness to engage productively around the issue.

Community Input

LDC staff initially planned on holding an in-person community meeting to gather input, more than 200 registered for that meeting. Due to COVID-19, the meeting was canceled. In its stead, LDC posted a presentation online that included a link to a survey. We received 131 responses to the survey.

The responses painted a picture of a polarized and frustrated community that has both compassion for people who are suffering and concerns with community impacts by individuals experiencing homelessness. Several respondents expressed concern about safety, drug and alcohol use and the need for mental health services. Many also expressed concern about programs in Encinitas attracting people experiencing homelessness from other areas.

Other comments reflected many of the same themes from the above two groups. People expressed a desire to see more infrastructure and services to address homelessness including healthcare, housing and public and non-profit staffing. There was also a clear theme expressing a need for more community engagement and the implementation of a comprehensive plan.

Appendix F Summary of Responses of Those Experiencing Homelessness

The following summarizes input from 32 individuals experiencing homelessness on their involvement with and desires for homeless programs in Encinitas. Eight of these individuals were interviewed by LeSar staff over the phone and 24 individuals completed paper surveys administered by a social worker at encampment sites. The information collected includes basic demographics, desired homeless oriented programs, perception of how the City of Encinitas currently addresses homelessness, as well as what the city could do to improve.

Respondent Profile

Most respondents (83.9%) were single adults, 9.7 percent were partnered, and 6.5 percent were adults who had children with them. About one-fifth of individuals were veterans (18.8%). Among all surveyed individuals, the time duration of homelessness ranged from two months to 25 years, with a median homeless duration of 4 years. Most individuals (62.5%) have been homeless between 2 and 10 years.

Sleeping Location

Most individuals reported sleeping in one regular location (84.4%), while 12.5 percent had two primary sleeping locations, and 3.1 percent had three locations. The most common sleeping location was outside with no tent (50.0%), followed by staying in the tent encampments (31.3%), and thirdly, in their car (18.8%). None of the individuals reported staying in the Safe Parking Lot when explicitly asked. The percentages of responses add up to more than 100% since respondents could report more than one sleeping location.

Top 3 Desired Programs

Before being asked about any of the City of Encinitas' current homeless efforts, respondents were asked to list their top three most desired homeless programs. The vast majority (75.0%) of individuals listed housing in their top 3, followed by showers (34.4%), then medical assistance, a category including both affordable medications and clinic visits (31.3%). It is important to note, these surveys were collected in June 2020, during the COVID-19 pandemic. A few regular meal and shower programs were shut down at the time of interviews due to CDC guidance and volunteer organizations' safety concerns. This could explain the pronounced support for shower services. The "Other" category included resources that less than six percent of respondents mentioned. Some "Other" services included education (GED support), hotel vouchers, childcare services, and physical disability assistance.

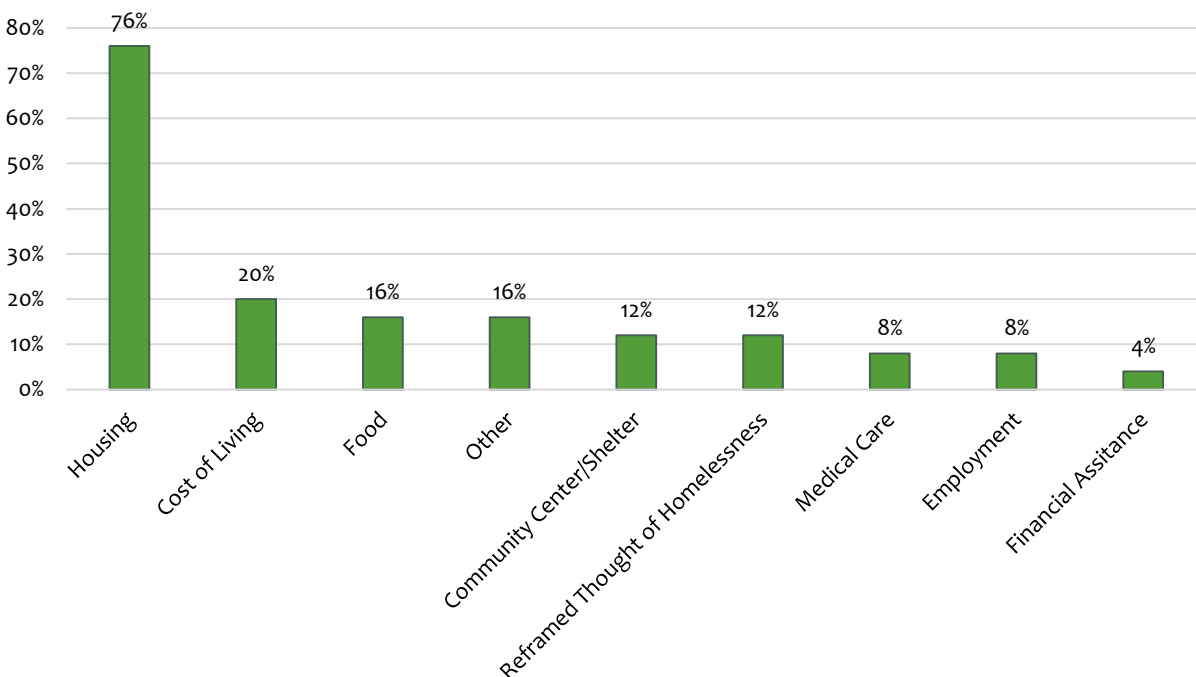
An Improved Response

When asked how the city could improve their homelessness response, respondents generally reflected their original sentiments for desired programs. A majority of respondents (60%) voiced affordable, secure housing, followed by 28 percent recommending food programs, and 24 percent of participants wanting both medical care and some form of community center or shelter.

Lastly, respondents were asked what the most important aspect the city should include in future homeless programs, 76 percent of respondents listed permanent affordable housing as the most desired program, making permanent housing the majority response for all questions related to wanted programs, ways the city could do a better job, and ultimate solutions. After housing, the

distant second most important issue (20.0%) was neighborhood affordability and addressing the cost of living of the area. The third was food, and fourth is worth discussion: reframing the perception of homelessness. Three respondents wrote in sentiments asking the city to treat homeless individuals humanely and with kindness rather than as a problem.

Figure 1. Most Important Programs in Which to Invest



Overall, existing short-term efforts were praised, including meal programs, previously available showers, as well as the City of Encinitas' emergency temporary hotel sheltering during San Diego County's Stay-At-Home orders. However, homeless individuals are overwhelmingly in favor of the City providing long-term solutions to homelessness. Respondents overwhelmingly identified housing as the most important program in which the City should invest.

The individuals interviewed expressed greater need to increase the city's efforts to address homelessness. Over two-thirds of respondents (68.7%) reported the City doing either a "bad" or "terrible" job to address homelessness. Over 20 percent said the city was doing an "OK" job, while nine percent said "good" or "great."

When asked to qualify their perceptions, the most common reasons for negative views included: Not enough or any assistance from the city (75.0%), the inability to afford a place to live (28.1%), followed by unfavorable interactions with law enforcement expected to tackle homeless issues (18.8%). Regarding law enforcement, participants stated the city should not use police to assist the homeless due to "police harassment" and history of arrests for non-criminal activity. Others stated that non-law enforcement entities such as social workers, would be better for the delivery of supportive services.

Appendix G National Efforts to Address Homelessness

At the national level, much of the response to homelessness over the last decade has been a result of implementing measures contained in the 2009 Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. The HEARTH act radically changed the way the country would move forward with addressing homelessness. The focus shifted to quickly providing permanent housing first and then providing the right amount of support to meet each individual and families' needs to sustain housing. According to the National Alliance to End Homelessness (NAEH), Housing First is defined as:

“A homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life.”⁶

This change in approach has shaped policy decisions, funding, and resource allocation for homeless assistance programs across the country to focus on prevention, Rapid Re-Housing, and Permanent Supportive Housing. The HEARTH Act expanded the definition of homelessness, streamlined funding and administrative processes, and placed a greater emphasis on performance, not only the performance of individual programs, but also the performance for an entire community's system. It also placed a more significant role and responsibility on Continuum's of Care (CoC's), which are HUD geographic jurisdictions responsible for organizing and coordinating the systemic response to homelessness. As part of the HEARTH Act, the CoC Interim Rule provided specific details on the role of CoC, including having a representative leadership board, organizing homeless PIT Counts, applying for HUD CoC funding, operating a Homeless Management Information System, creating a Coordinated Entry System, and promoting best practices and policies.

The HEARTH Act also promoted the creation of a federal strategy to end homelessness and enhanced the role of the United States Interagency Council on Homelessness (USICH), a body that coordinates the federal response to homelessness across 19 federal agencies and works with governors, mayors, CoC's, and other elected officials. In 2018, the USICH released Home Together, an updated federal plan to prevent and end homelessness that builds on the initial plan from 2015, Opening Doors. Within the current federal plan to end homelessness, the following goals are called out for communities to use as a framework and set ambitious targets:⁷

⁶ National Alliance to End Homelessness, “Housing First,” https://endhomelessness.org/resource/housing-first/?qclid=CjwKCAjwwMn1BRAUEiwAZ_inEoKToJz4e1E77ZOIJCozJ-vZwDmfj0eobHmpl9fwKe-CLUg31QGxhoCgoMQAvD_BwE_

⁷ United States Interagency Council on Homelessness (2018) Home Together: The Federal Strategic Plan to Prevent and End Homelessness

- To end homelessness among Veterans
- To end chronic homelessness among people with disabilities
- To end homelessness among families and children
- To end homelessness among unaccompanied youth
- To end homelessness among all other individuals

Within Home Together, the USICH defines what will be needed to end homelessness and what it will look like:

“To end homelessness, every community needs to be able to implement a systemic response that ensures homelessness is prevented whenever possible or, if it can’t be prevented, it is a rare, brief, and one-time experience. And that systemic response must endure for the long term.”

The plan includes several objectives and actions to achieve the outlined goals as well as key areas of increased focus for the country to realize an end to homelessness which include the following:

- Increasing Affordable Housing Opportunities
- Strengthening Prevention and Diversion Practices
- Creating Solutions for Unsheltered Homelessness
- Tailoring Strategies for Rural Communities
- Helping People Who Exit Homelessness Find Employment Success
- Learning from the Expertise of People with Lived Experience

Both the HEARTH Act and the federal plan to end homelessness promote the idea of a systemic crisis response to homelessness. This is the community structure that ensures that those who are at-risk of or are experiencing homelessness can quickly access housing and services that best meet their needs. All communities must have a holistic and systematic response that has the commitment of all leaders, stakeholders, and programs. Specifically, the system should:

1. Quickly identify and engage people at risk of and experiencing homelessness.
2. Intervene to prevent the loss of housing and divert people from entering the homeless services system.
3. Provide immediate access to shelter and crisis services, without barriers to entry, while permanent, stable housing and appropriate supports are secured.
4. When homelessness does occur, quickly connect people to housing assistance and services, tailored to their unique needs and strengths, to help them achieve and maintain stable housing.¹⁴

The image below provides an overview of the components of a homeless crisis response system. The system includes various homeless interventions on the front of the system including homeless prevention services, street outreach, diversion, and temporary housing programs such as emergency shelter or transitional housing. The system also includes homeless interventions such as Rapid Re-Housing and Permanent Supportive Housing in addition to other types of permanent housing such as affordable and market rate units. An integral part of a region’s crisis response system is the Coordinated Entry process that ensures that individuals and families are assessed based on needs and provided with the right intervention to meet those needs.

Components of a Homeless Crisis Response System

The following includes descriptions of the various core components of a homeless crisis response system. It should be noted that the City of Encinitas does not need to have all of these components within the city limits as Encinitas because as part of the broader San Diego County homeless crisis response system, the City only needs to ensure that its' efforts are connected and contribute to the broader system to ensure that all core components are available to individuals experiencing homelessness within City limits.

Homelessness Prevention

Homelessness Prevention programs are targeted to individuals and families who are in their own home but who are at-risk of losing that home and who have no other housing options and are facing homelessness. Services include housing stabilization services, relocation assistance, and as needed financial assistance such as payment of rent or utility arrears or short to medium-term rental assistance. The goal of homelessness prevention is to help the individual or family remain in their current housing or move to another permanent housing setting while avoiding homelessness.

Street Outreach (From the RTFH Street Outreach Standards)

Street outreach is a professional homeless services intervention that focuses primarily on supporting individuals with accessing permanent or temporary housing by building trusting relationships and ongoing rapport. Street outreach seeks to engage individuals living unsheltered in a culturally competent and trauma informed manner, provide links to mainstream services, and uses diversion and problem-solving techniques to connect people with safe housing options whenever possible. The primary and ultimate goal of street outreach is to find affordable housing for each individual, with access to voluntary wraparound services needed to stay healthy; including employment, substance use treatment and mental health care. While this is ideally accomplished quickly, outreach often requires time and multiple interactions with individuals experiencing unsheltered homelessness. Outreach efforts should therefore not be one-time engagements. Rather, each interaction should be an opportunity for outreach staff to progressively build a relationship and help people work toward making a connection to housing and services. Key to the success of outreach and engagement efforts is regular follow-up and building trust with individuals through regular interactions, including learning about the individuals' current social network and supports.⁸

Diversion or Housing Problem Solving

Diversion, also known as Housing Problem Solving assists households to identify their strengths, support networks, and link to community resources to find housing. It is not necessarily a program but rather an approach or technique that uses a conversation between skilled staff members to explore options that the household may not have been able to identify or felt comfortable enough to explore on their own. This may include moving back in with family or friends, a roommate setting, or other permanent or temporary accommodations.

Coordinated Entry System

The Coordinated Entry System (CES) is a HUD mandated activity for all communities across the country that seeks to ensure that any individual or family who is at-risk of homelessness or is currently experiencing homelessness has efficient access to the homeless crisis response system. CES also ensures that the community has an agreed upon assessment process to determine the needs of each household, that there is an approved prioritization process for

⁸ Regional Task Force on the Homeless (2020) Street Outreach Standards for San Diego City and County

resource allocation based on need, and that there is a streamlined process and method for referring people to those resources. HUD has published federal guidelines for communities regarding planning, implementing and operating a CES.

Emergency Shelter

Emergency Shelter programs generally provide a low-barrier safe place for people to stay while awaiting housing placement, however not all shelter programs operate with a low-barrier approach, some require sobriety and/or other participation requirements. Programs should be focused on assisting a household with accessing permanent housing and include some support services such as assisting with connections to health and behavioral health services, linkages to mainstream services, employment assistance, and others. Programs also include safe environments for persons fleeing domestic violence situations.

Transitional Housing

Transitional Housing programs provide temporary shelter with more support services and a longer length of stay that may be up to two years. Programs are focused on addressing barriers that individuals and families may have that could include employment, mental health, substance use, and other barriers prior to accessing permanent housing. Generally Transitional Housing programs have higher barrier to entries and more stringent program rules such as sobriety requirements and treatment adherence.

Rapid Re-Housing

Rapid Re-Housing programs are a permanent housing program that provides housing search assistance, time-limited rental assistance for units in the private rental market, and wraparound case management to promote housing stability and increasing income for taking over of the rent. RRH is targeted to mid-level acuity households who will be self-sufficient in time and most likely be employed.

Permanent Supportive Housing

Permanent Supportive Housing is a permanent housing program that provides subsidized housing either in a designated PSH unit within a single location or in a scattered site model within the existing rental market. In addition to the housing, PSH provides voluntary intensive wrap-around supportive services including case management, mental health, and substance use disorder services. PSH is targeted to those most in need, with significant challenges, who are disabled and have lengthy homeless histories.

Appendix H State, County and Regional Efforts

State of California

In recent years the State of California has stepped up its efforts in addressing both affordable housing and homelessness both in policy and more importantly with providing funding to communities. The state has distributed unprecedented levels of funding to address homelessness through various programs such as the Homeless Emergency Aid Program (HEAP), the California Emergency Solutions Housing (CESH) program, No Place Like Home, and new sources such as Homeless Housing Assistance and Prevention (HHAP) and the Permanent Local Housing Allocation (PLHA), Project HomeKey and additional CDBG allocations. Most of these programs are administered by either the Department of Housing and Community Development (HCD) or the California Business Consumer Services and Housing Agency which includes the states homeless coordinating council. The funding from the state provides for an array of eligible activities such as homelessness prevention, street outreach, shelter, rental assistance and other housing related expenses, RRH, and PSH.

Most of the new state funding is being allocated to Counties, Continuums of Care (CoC's), or large cities and as such, the City of Encinitas is not a direct recipient of for most sources of state funding. This does not mean that state resources to address homelessness will not be used in Encinitas, it just means that the City will not receive a direct allocation, and will rather have to work with regional partners such as the County of San Diego and the RTFH, which is the lead organization for the San Diego CoC , to coordinate funding, ensure that appropriate services are provided in the City, and that there is equitable regional distribution of resources.

One key factor for all state funding for homelessness is that housing and services must use a Housing First approach. In 2016 the Governor signed into law SB 1380 which among other things, requires the use of Housing First for all state funding directed at homelessness.⁹ Within the law, Housing First is defined in the following way:

- Tenant screening and selection practices that promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services.
- Applicants are not rejected on the basis of poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of "housing readiness."
- Acceptance of referrals directly from shelters, street outreach, drop-in centers, and other parts of crisis response systems frequented by vulnerable people experiencing homelessness.
- Supportive services that emphasize engagement and problem solving over therapeutic goals and service plans that are highly tenant-driven without predetermined goals.
- Participation in services or program compliance is not a condition of permanent housing tenancy.
- Tenants have a lease and all the rights and responsibilities of tenancy, as outlined in California's Civil, Health and Safety, and Government codes.
- The use of alcohol or drugs in and of itself, without other lease violations, is not a reason for eviction.
- In communities with coordinated assessment and entry systems, incentives for funding promote tenant selection plans for supportive housing that prioritize eligible tenants based

⁹ Senate Bill No. 1380 https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201520160SB1380

on criteria other than “first-come-first-serve,” including, but not limited to, the duration or chronicity of homelessness, vulnerability to early mortality, or high utilization of crisis services.

- Prioritization may include triage tools, developed through local data, to identify high-cost, high-need homeless residents.
- Case managers and service coordinators who are trained in and actively employ evidence-based practices for client engagement, including, but not limited to, motivational interviewing and client-centered counseling.
- Services are informed by a harm-reduction philosophy that recognizes drug and alcohol use and addiction as a part of tenants’ lives, where tenants are engaged in nonjudgmental communication regarding drug and alcohol use, and where tenants are offered education regarding how to avoid risky behaviors and engage in safer practices, as well as connected to evidence-based treatment if the tenant so chooses.
- The project and specific apartment may include special physical features that accommodate disabilities, reduce harm, and promote health and community and independence among tenants

Lastly, another critical State effort that will significantly shape how homelessness is addressed and funded is being led by the Department of Healthcare Service (DHCS). Under the Affordable Care Act (ACA), California expanded Medicaid coverage to make nearly every individual experiencing homelessness eligible for health insurance through Medi-Cal. Over the last few years, DHCS has been rolling out efforts to address the needs of Medi-Cal beneficiaries especially those with chronic health conditions including behavioral health issues, those experiencing homelessness, and those who are costly to the healthcare system. Efforts such as Health Homes and the five-year Whole Person Care Pilots have set the stage for the state to implement California Advancing and Innovating Medi-Cal (CalAIM) specifically the portions on enhanced care management. CalAIM was to be implemented in 2021, however given the current economic climate, implementation has been delayed to 2022. The proposal includes funding for services that may include housing navigation, housing tenancy supports, housing deposits, post hospital supports, and others. Individuals experiencing homelessness are one of the key target populations of the initiative.

The City will not be a direct recipient of these funds. Rather health insurance providers will contract with community-based organizations such as community clinics and homeless services agencies to provide the services. The City of Encinitas should work to stay informed about this effort so that the City can help inform how the services will be provided.

San Diego County

In San Diego County, the Regional Task Force on the Homeless (RTFH) serves as lead for the San Diego Homeless Continuum of Care (CoC) and is responsible for overall regional coordination and leadership to address homelessness in San Diego County. In this role, the RTFH is mandated by HUD to perform the following activities:

- Conduct Point-In-Time Count
- Serve as collaborative applicant to HUD for annual CoC funding
- Implement and oversee the Coordinated Entry System
- Administer and operate a Homeless Management Information System (HMIS)
- Convene a governing board representative of various stakeholders and perspectives in the region
- Promote best practices and ensure adopted standards for providing homeless assistance

- Monitor System and Program performance

In addition to the HUD mandated activities shown above, the RTFH is increasingly asserting itself as a regional leader. The RTFH board is chaired by San Diego City Councilmember Chris Ward and Co-Chaired by County Board of Supervisor Nathan Fletcher with other board members including government agencies such as the County Health and Human Services Agency, VA, law enforcement, businesses, faith-based organizations, education, homeless services providers, and individuals with lived experience in homelessness. With this leadership, the RTFH is also promoting regional policy for addressing homelessness. For example, the RTFH Board has recently adopted a regional policy on addressing unsheltered homelessness that created a shared vision and approach for addressing unsheltered homelessness, improving and coordinating street outreach efforts and coordinating encampment responses and clearance with support framework. The RTFH also liaisons with local governments such as the City of Encinitas and convenes a quarterly Intergovernmental Committee on homelessness in which the City of Encinitas participates. This committee is composed of local elected officials and other government agencies from all the cities in the County to discuss regional efforts for addressing homelessness.

Lastly, the RTFH has increasingly become a direct funder of homeless services. In 2018, the RTFH was the recipient of a HUD Youth Homelessness Demonstration Program (YHDP) grant for nearly \$8 million to address homelessness among youth age 18-24. These grant funds were distributed to the RTFH who then competitively allocated funds to local homeless services providers to serve youth experiencing homelessness. Additionally, many of the new funding streams from the State of California to address homelessness are going directly to CoC's such as the RTFH. Funding sources such as the Homeless Emergency Aid Program (HEAP) and newer sources such as the Homeless Housing Assistance and Prevention (HHAP) program are provided to the RTFH for regional disbursement.

Another key regional partner is the County of San Diego, primarily the Health and Human Services Agency. Since the City of Encinitas is its own Public Housing Authority, the County is not responsible for housing in Encinitas but is responsible for providing social and behavioral health services including mental health and substance use disorder services. The County Sheriff's Department also provides law enforcement services for the City of Encinitas. Sheriff Department personnel are often on the front lines when addressing individuals experiencing homelessness, especially those living outside.

North County Sub-Regional Efforts

There are several active sub-regional efforts in North County. The Alliance for Regional Solutions (ARS) has been a longtime convener and coordinator of North County efforts to address homelessness. The City of Encinitas is among eight city partners with ARS and local non-profit Community Resource Center is also an active partner. The ARS convenes the Bridge to Housing Committee that has the purpose of:

The Alliance for Regional Solutions Bridge to Housing Committee is a collaborative of providers who offer short-term housing solutions, case management and services directed at navigating North County's homeless men, women, and families towards permanent housing and self-sufficiency. The Alliance Bridge to Housing Committee strengthens the pathway to permanent

*housing for all participants by bringing together over 45 professionals every month that work with our North County homeless population.*¹⁰

Another important sub-regional effort that has recently formed is the North County Homeless Action Committee. The group is composed of Cities (including Encinitas), other government agencies, homeless services providers, and other key stakeholders. The group recently drafted a North County Homeless Action Plan that in addition to having goals and action steps requests that the County increase funding and service interventions in the North County with the goal of reducing unsheltered homelessness. The three high level goals are:

Goal #1: Reduce Unsheltered Street Homelessness 50% by January 2022 - The 2019 Point in Time Count identified 964 unsheltered persons in North County. The goal is to reduce to 482 by the January 2022 Point In Time Count.

Goal #2: Increase Short-Term Housing Options Needed for People Experiencing Homelessness Today - Currently only 144 year-round shelter beds in North County, coordinated by the Alliance for Regional Solutions and funded collectively by all North County cities.

Goal #3: Increase Long-Term Housing Options to End Homelessness for People Experiencing Homelessness or Who Are in Shelter Today - Individual cities to support creation of entry-level and affordable housing.

The plan, which is shown as Attachment B to this document, continues with a three-point plan to reduce unsheltered homelessness in the North County. Those points, which are further expanded on in the attached plan are:

- Create additional short-term housing. The Plan envisions achieving this by increasing funding for shelter beds and by purchasing and converting blighted motels.
- Increase entry-level and affordable housing. The suggested strategy for achieving this is to purchase and convert blighted motels and to make use of decreased regulations and increased funding coming as a result of COVID-19.
- Increase service opportunities for persons experiencing chronic homelessness.

Neighboring City Homeless Plans

Along with sub-regional efforts across North County, some cities in the region have developed their own city-specific homeless plans. The cities of Carlsbad, Oceanside, and Vista have all recently approved plans to address homelessness within their city limits. Goals and strategies in these neighboring city plans include:

- Preventing homelessness through dedicated homeless prevention programming and resources
- Increasing street outreach resources and ensuring that street outreach social workers are coordinating with law enforcement
- Having dedicated staff who can interact with individuals and families experiencing homelessness and assist with “navigating” them towards temporary and permanent housing
- Ensuring regular cleanup of encampments and improving the quality of life for all residents and businesses

¹⁰ Alliance for Regional Solutions Bridge to Housing Committee <https://www.regionalsolutions.net/bridge-housing-network>

- Increasing emergency shelter with year-round low barrier programming
- Increasing the supply of affordable housing
- Coordinating with regional partners, homeless services providers, and other key stakeholders
- Ensuring regular and ongoing communication with the community on the issue of homelessness

• The City of Oceanside adopted their Homeless Response Plan in June 2019. The plan "...serves as a report on the current status of homelessness in the City, its impact on efforts underway, and provides a framework for integrated and coordinated approaches to help the homeless situation".¹¹ The plan reflects actions taken by the City of Carlsbad that include many of the national best practices listed above. As shown on the graphs on page six, the Point in Time Count for the City of Oceanside was 531 in 2017 when the plan was adopted. Two years after implementation, the 2019 Point in Time count data shows 395 persons experiencing homelessness. This dramatic reduction in the population of persons experiencing homelessness can likely be attributed to the coordinated implementation of the evidence-based practices among service providers, the City and local law enforcement.

The City of Carlsbad adopted their plan in October 2017 – "The Homeless Response Plan establishes key principles and system responses that the city will employ to address the community impacts of homelessness. The plan identifies the role of the City of Carlsbad in addressing homelessness and defines its function as distinct from other tiers of government and community partnerships. The plan provides strategies aimed at: 1. Preventing, reducing and managing homelessness in Carlsbad; 2. Supporting and building capacity within the city and community to address homelessness; 3. Encouraging collaboration within the city, community partnerships and residents. 4. Retaining, protecting and increasing the supply of housing".¹² These strategies are also reflective of national best practices. The Point in Time count for Carlsbad was 160 in 2017, it increased to 201 in 2018 and dropped to 161 in 2019. An indication of the role that adoption of a coordinated strategy has had on the reduction in persons experiencing homelessness are the statistics published by the Homeless Outreach Team in a 2019 report. That report shows that the team made contact with 78 individuals and helped place 27 of them in some sort of housing or treatment.¹³

The City of Vista adopted their plan in January 2020 – "The draft Strategic Plan utilizes a three-pronged approach, blending together services, resources, and enforcement to address the following primary goals identified by the City Council:

1. Prevent Homelessness
2. Improve Quality of Life
3. Reduce Homelessness"¹⁴

¹¹ City of Oceanside Homeless Response Plan
<https://www.ci.oceanside.ca.us/civicax/filebank/blobdload.aspx?BlobID=46319>

¹² City of Carlsbad Homeless Response Plan
<https://www.carlsbadca.gov/civicax/filebank/blobdload.aspx?BlobID=39128>

¹³ City of Carlsbad HOT Updated Website Stats
<https://www.carlsbadca.gov/civicax/filebank/blobdload.aspx?BlobID=39456>

¹⁴ City of Vista Strategic Plan to Address Homelessness <https://www.cityofvista.com/city-services/city-departments/housing/homeless-strategic-plan>

As will be seen later in this report, the City of Vista plan acknowledges that the lack of easily accessible Day Use Center means that the population of individuals experiencing unsheltered homelessness have no place to go which leads to loitering in public spaces. The plan contains strategies to improve the quality of life in Vista that include recognizing the need for more day use resources and increase trauma informed outreach. The City of Vista's plan has not been in place for sufficient time in order to be able to gauge the impact of the plans' strategies. However, it is worth noting, as shown on the graphs on page 6, that the City of Vista Point in Time Count reached a high of 529 in 2017, for 2019, that figure was 296.

Resources in North County

Some of the key focuses of the North County sub-regional efforts and city homeless plans are to increase resources. As the diagram of an ideal homeless system shown in figure 12 above details, to address homelessness the system needs places for people to go such as emergency shelter or transitional housing. More importantly the system needs a supply of permanent places to live. Across North County, both of these situations are in short supply. The following tables provide a summary of the various temporary housing interventions available in North County according to the 2019 RTFH Housing Inventory Count (HIC).

Emergency Shelter

The following table provides an overview of the array of emergency shelter programs operating in North County. Many of the shelter programs would be considered high barrier. In order to access services, clients must adhere to strict rules including, service participation, and sobriety. Additionally, some programs are seasonal or are night-time only as well as only serve a specific population such as Veterans, those fleeing domestic violence, or youth. Regionally there is a lack of year-round, low-barrier shelter, for the region's largest homeless population – single adult men and women. The shelters in Carlsbad (La Posada de Guadalupe) and in Escondido (Haven House) are the only ones offering this type of best practice emergency shelter.

Figure 1. North County Emergency Shelter Programs

Organization Name	Program Name	Total Beds	Location	Population
Bread of Life	ARS North County	50	Oceanside	Single adults
Catholic Charities	La Posada de Guadalupe	60	Carlsbad	Single men
Community Resource Center	Libre Domestic Violence shelter	24	Encinitas	Persons fleeing domestic violence
Interfaith Community Services	Haven House	49	Escondido	Single adults
Interfaith Community Services	Recuperative Care for Veterans	16	Escondido	Veterans
Interfaith Community Services	Recuperative Care	12	Escondido	Single adults
Interfaith Shelter Network	North Coastal Seasonal Shelter	12	North Coastal communities	Single adults
Interfaith Shelter Network	North Inland Seasonal Shelter	12	North Inland Communities	Single adults and families

Mental Health Systems	Safe Haven	12	Escondido	Single Adults with Mental Illness
Operation Hope	ARS North County	45	Vista	Families with Children
YMCA	Transition Aged Youth	4	Oceanside	Youth age 18-24

Transitional Housing

The following table shows the transitional housing programs that operate throughout North County. Similar to the emergency shelter programs above the majority would be considered high-barrier programs and are dedicated to serving specific sub-populations.

Figure 2. North County Transitional Housing Programs

Organization Name	Program Name	Total Beds	Location	Population
City of Oceanside	Women's Resource Center	63	Oceanside	Single Women
Community Resource Center	Domestic Violence Transitional Housing	15	Encinitas	Persons fleeing domestic violence
Interfaith Community Services	NA	12	Escondido	
Interfaith Community Services	Joint TH and RRH Program	16	Escondido	
Interfaith Community Services	Oceanside Veteran Grant Per Diem	22	Oceanside	Veterans
Interfaith Community Services	Tikkun	6	Oceanside	
Interfaith Community Services	Veterans Transitional	42	Oceanside	Veterans
North County Solutions for Change	NA	143	Vista	Families with Children
YMCA	Youth Housing	6	Oceanside	Youth age 18-24
YMCA	THP+	16	Oceanside	Youth age 18-24
YMCA	TAY Housing	7	Oceanside	Youth age 18-24

Permanent Housing Programs

Rapid Re-Housing (RRH) and Permanent Supportive Housing (PSH) are both forms of supported permanent housing. RRH helps homeless households obtain housing and provides some level of rent support and case management for up to two years. PSH provides robust on-going support, both financial and case management, for high needs homeless households. There is also a lack of these resources in North County, unlike temporary housing/shelter programs that tend to serve those in close vicinity to the program, permanent housing programs including RRH and PSH are intended to serve homeless individuals and families across San Diego County. It is also very important to understand that most of the RRH and PSH programs are filled through the Coordinated Entry System (CES) managed by the RTFH. This system is used to match

households needs and eligibility to available resources. Some of the PSH programs still maintain their own waiting lists.

In North County there are only a few RRH programs. Most of the RRH programs in San Diego are to be used to serve and house people county-wide. However, logistically that becomes challenging. For example, one of the RRH programs in North County is operated by CRC with funding from the RTFH managed HUD CoC program. This funding is meant to serve clients throughout San Diego County. Although CRC operates in Encinitas, their RRH program serves individuals county-wide. CRC works closely with the RTFH to connect individuals and families in North County with their RRH program. It should be noted that even when CRC does serve individuals and families in Encinitas with RRH, CRC indicated that they rarely are able to place people in housing in the City of Encinitas because of housing costs. The majority of the RRH programs operate from programs in the City of San Diego which again may make it challenging to serve households in Encinitas and other North County cities.

The majority of the resources for PSH are housing vouchers for homeless Veterans known as HUD VA Supportive Housing (VASH) and the County's Project One for All (POFA). These housing vouchers are managed by the Public Housing Authorities (PHA's), specifically the County of San Diego Housing and Community Development Services (HCDS) and the City of Oceanside. Because the City of Encinitas has its' own PHA, homeless residents in Encinitas may have difficulty qualifying for PSH programs administered by other PHAs. Other entities operating PSH programs in North County include Community Housing Works, Interfaith Community Services, and Veterans Village of San Diego. There are currently no PSH housing sites in the City of Encinitas and very few PSH buildings in North County in general.

Appendix I DRAFT North County Homeless Action Plan

Elected Leaders from Escondido, San Marcos, Vista, Oceanside, Carlsbad, and Encinitas adopted the following goals in December 2019:

1) Reduce Unsheltered Street Homelessness 50% by January 2022

2019 Point-In-Time-Count: 964 unsheltered persons in North County

Goal: Reduce to 482 by January 2022 Point-In-Time-Count

2) Increase Short-Term Housing Options Needed for People Experiencing Homelessness Today

Currently only 144 year-round shelter beds in North County, coordinated by the Alliance for Regional Solutions and funded collectively by all North County cities

3) Increase Long-Term Housing Options to End Homelessness for People Experiencing Homelessness or Who Are in Shelter Today

Individual cities to support creation of entry-level and affordable housing

January 2020 Point-In-Time-Count Reveals 18% Decrease in Unsheltered Homelessness, along with Emergency Shelter & Transitional Housing Beds in Each City (Distribution to Shelter Network Also Noted):

	Homeless: Unsheltered	Homeless: Emergency Shelter	Homeless: Transitional Housing	FY20 Funding to Alliance for Regional Solutions Shelter Network
Poway	15	0	0	\$20,835
Escondido	264	102	52	\$85,821
San Marcos	8	0	0	\$125,000
Vista	51	49	0	\$26,000
Oceanside	242	35	131	\$56,000
Carlsbad	94	53	0	\$47,000

Encinitas	47	25	8	\$20,054
County (Unincorporated)	71	0	0	\$173,612
Totals:	792	264	191	\$554,322

Supporting Emergency Shelters, Transitional Housing, and Working Hard to Access Very Limited Affordable Permanent Housing, Is a Diverse and Growing Network of Supportive Services:

	City-based, Person-Centered Homeless Outreach Teams Combining Law Enforcement & Social Workers	County- Funded Drug Medi-Cal Substance Use Disorder Treatment Programs	County-Funded Mental Health Services and Permanent Supportive Housing for Severe Mental Illness	Federally Qualified Health Centers Providing Medical Care and Behavioral Health Services for Mild-Moderate Mental Illness
Poway				Yes
Escondido	Yes	Yes	Yes	Yes
San Marcos			Yes	Yes
Vista		Yes	Yes	Yes
Oceanside	Yes	Yes	Yes	Yes
Carlsbad	Yes			Yes
Encinitas	Yes			Yes
County (Unincorporated)	Yes			Yes

So, What's Missing? Three Critically Needed Resources:

- 1) Additional short-term housing for adults and youth/young adults (Emergency Shelter, Transitional Housing)
- 2) Entry-level and affordable permanent housing
- 3) Accessible resources and more effective interventions for chronically homeless, including youth and young adults (YYA), individuals with Severe Mental Illness, including Day Center Services, Case Management and Supportive Services, and expanded Conservatorship program through the office of County Counsel for those who are gravely ill

Three-Point Plan to Reduce Unsheltered Homelessness in North County

1) Create Additional Short-Term Housing

- a. Increase City & County funding for existing shelter network
 - i. Vista City Council has approved an additional \$200,000 funding
 - ii. Carlsbad Council recently approved additional \$54,848 for shelter via funds available in response to COVID-19
 - iii. Even with those additions FY21 Shelter Network projected expenses of ~\$2,000,000 only off-set by ~\$750,000 in local government support, most of which is pass-through federal funding
 - iv. If we want to help people turn their lives around through proven-effective North County shelters, we must invest in the operations of those shelters. We must also invest in early intervention services and housing for youth and young adults (YYA).
- b. Create new shelter and short-term accommodations / transitional housing through blighted motel conversions
 - i. Cities / County could purchase and own, or work with non-profit community partners to secure State, Federal, and Philanthropic funds to purchase distressed properties
 - ii. Advocate for county approved Housing Our Youth (HOY) Pilot to be regionally distributed.

2) Increase Entry-Level and Affordable Housing

- a. Purchase and convert blighted motels
 - i. Work with non-profit community providers to secure and operate high-quality, entry-level housing with case management and supportive services for all adult, youth, and young-adult residents
- b. Identify additional opportunities to expedite and develop affordable housing amidst COVID-19 recovery
 - i. Additional properties will be available, one-time and special COVID recovery funds have been received (with more coming), and there may be loosening of certain regulatory barriers

3) Accessible resources and more effective interventions for chronically homeless with Severe Mental Illness, including Day Center Services, Case Management and Supportive Services, and Conservatorship for those who are gravely ill

- a. Fund more social workers to address case management needs for persons experiencing homelessness and struggling to access housing and programs
- b. Identify multiple North County Day Center locations where people can safely access and be connected with resources. Build capacity at existing youth drop-in centers in Oceanside, Vista and Escondido.

- i. Identify if any existing shelters or service locations can provide Day Center services, through space repurposing and additional staff support
 - ii. Identify new sites
 - iii. Oceanside, Escondido, and Vista all identified plans to pursue additional Day Center services in their city-specific submissions
- c. Work with County of San Diego, Federally Qualified Healthcare Centers (Neighborhood Healthcare, Vista Community Clinic, North County Health Services), Medi-Cal Reform (CalAIM), and Homeless Service Providers to increase the number of person-centered case managers and social workers who can help people in need to access and benefit from resources that will end their homelessness and support long-term success
- d. Select examples are already in-place, but an additional 10-20 person-centered social workers (not working just for one program or agency) will make a dramatic impact housing very hard-to-serve individual
- e. Increase proven effective SOAR program, which secures Federal disability benefits (SSI, SSDI) for homeless individuals who are unable to work
 - i. North County pilot program currently funded by State CA and Regional Taskforce on the Homeless is working, but at capacity
- f. Strengthen opportunities for conservatorship for individuals with multiple disabling conditions who are unable to end their own homelessness, manage their own health, and are a great risk to themselves or others

Conclusion & Next Steps

Each of the six North County cities comprising the North County Homeless Action Committee is committed to reducing homelessness. In February 2020 (pre-COVID-19) each city identified detailed steps they are taking to meet each of the three adopted goals of this working group. See: “City-Specific Action Items for North County Homeless Action Committee”. This updated Action Plan for all of North County has been created and approved by elected leaders from each North County City.

The Cities of Escondido, San Marcos, Vista, Oceanside, Carlsbad, and Encinitas request the County support this plan by completing the following in Fiscal Year 2021:

1. **Increase County funding for existing North County shelter network by at least \$500,000 FY21**, which combined with other city additions still will cover just 50% of the shelter operating costs, but will help ensure critically important and currently sited shelter beds continue to operate in North County, with set asides of 8 -10% for youth and young adults.
2. Create new shelter and short-term accommodations / transitional housing through blighted motel conversions adults, youth, and young adults
 - a. **Master-lease at least three hotels in North County to provide at least 150 rooms for short-term housing**, acknowledging the need

for non-congregate shelter amidst COVID-19 and using funding specifically available for COVID response

3. **Purchase and convert blighted motels to provide needed long-term housing**
 - a. Either purchase additional motels outright or support lease-to-own deals on motels currently being used for homeless shelter and set aside 8 - 10% for youth and young-adults
4. Identify additional opportunities to expedite and develop affordable housing amidst COVID-19 recovery
 - a. **Implement specific plan to utilize County-owned properties** which can overcome land use challenges at the individual city level
5. Fund more social workers to address case management needs
 - a. **Contract with North County community-based providers to provide at least 10 Full Time Equivalent mental health social workers** to work with individuals who are homeless with Severe Mental Illness, including an 8-10% set aside for youth and young-adults
6. **Expand conservatorship program through Office of County Counsel** can help individuals who are unable to help themselves
7. Work with North County City leaders to **identify and fund Day Center Services** and build capacity of existing youth drop-in centers in Oceanside, Vista, and Escondido.

